Public Works and Government Services Canada | Travaux publics et Services gouvernementaux Canada

RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:

Bid Receiving - PWGSC/Réception des soumissions – TPSGC
11 Laurier St/11, rue Laurier
Place du Portage, Phase III
Core 0B2 / Noyau 0B2
Gatineau
Quebec
K1A 0S5
Bid Fax: (819) 997-9776

LETTER OF INTEREST
LETTRE D'INTÉRÊT

Comments - Commentaires

Vendor/Firm Name and Address
Raison sociale et adresse du fournisseur/de l'entrepreneur

Issuing Office - Bureau de distribution

Business Operations Support Systems Division/Systèmes de soutien des activités opérationnelles
Portage III 12C1 - 42
11 Laurier Street/11, rue Laurier
Gatineau
Quebec
K1A 0S5

Title - Sujet
STTR Project

Solicitation No. - N° de l'invitation: 59017-160009/A
Date: 2017-08-30

Client Reference No. - N° de référence du client: 20161265
GETS Ref. No. - N° de réf. de SEAG: PW-$$XS-004-31767

File No. - N° de dossier: 004xs.59017-160009
CCC No./N° CCC - FMS No./N° VME:

Solicitation Closes - L'invitation prend fin
at - à 02:00 PM
on - le 2017-09-15

Time Zone
Fuseau horaire
Eastern Daylight Saving Time EDT

F.O.B. - F.A.B.
Plant-Usine: ☐ **Destination:** ☐ **Other-Autre:** ☐

Address Enquiries to: - Adresser toutes questions à:
Randall, Michael

Buyer Id - Id de l'acheteur
004xs

Telephone No. - N° de téléphone
(819) 420-2239 ( )

FAX No. - N° de FAX
(819) 956-8303

Destination - of Goods, Services, and Construction:
Destination - des biens, services et construction:

OFFICE OF THE SUPERINTENDENT OF FINANCIAL INSTITUTIONS
.
255 ALBERT ST
OTTAWA
Ontario
K1A0H2
Canada

Instructions: See Herein

Instructions: Voir aux présentes

Delivery Required - Livraison exigée
See Herein

Delivery Offered - Livraison proposée

Vendor/Firm Name and Address
Raison sociale et adresse du fournisseur/de l'entrepreneur

Telephone No. - N°de téléphone
Facsimile No. - N° de télécopieur

Name and title of person authorized to sign on behalf of Vendor/Firm (type or print)
Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l'entrepreneur (taper ou écrire en caractères d'imprimerie)

Signature **Date**

Canada

REQUEST FOR INFORMATION (RFI)

SOLUTIONS BASED INFORMATICS AND PROFFESSIONAL SERVICES

FOR

THE OFFICE OF THE SUPERINTENDANT OF FININCIAL INSTITUTIONS (OSFI)

SUPERVISION TECHNOLOGY TOOLS RENEWAL (STTR) PROJECT

Table of Contents

Purpose and Contents of this Request for Information

This Request for Information pertains to the Office of the Superintendent of Financial Institutions (OSFI) requirement for Solutions-based Informatics Professional Services (SBIPS) under the SBIPS Supply Arrangement (SA) method of supply for OSFI's Supervision Technology Tools Renewal (STTR) Project. Please note that Canada contemplates changing the name of the STTR Project to the "VU Project" in the future.

The purpose of this RFI is to:

i) inform industry of OSFI's requirement for a Systems Integrator for the provision of solutions-based Informatics Professional Services, optional third party COTS software and associated Software Maintenance and Support services; and

iv) to give industry the opportunity to provide feedback on Canada's draft Request For Proposal (RFP) and associated procurement approach.

The general contents of this Request for Information document are:

PART I

Request For Information Process: Information about the intent of this Request for Information and the procedure for industry to follow when responding to this RFI.

PART II

Background; Objectives; Security Requirements; Location of Work and Travel and; Volumetric Data

PART III:

Questions to Industry: Questions to solicit feedback from industry that will help Canada define its technical and commercial requirements, as well as to inform it of any challenges respondents may foresee.

PART IV

Draft Request for Proposal (RFP): This RFI contains a draft RFP. This document remains a work in progress and respondents should not assume that new clauses or requirements will not be added to the final solicitation document that will be ultimately published by Canada, nor should respondents assume that none of the clauses or requirements will be deleted or revise.

PART I: REQUEST FOR INFORMATION PROCESS

1. BACKGROUND / INTRODUCTION

The purpose of this RFI is to provide industry Canada's draft STTR RFP document, to share Canada's associated procurement approach and to invite industry to communicate feedback, concerns and recommendations to Canada prior to finalizing the procurement approach and RFP.

1.1 Nature of this Request for Information

This is not a bid solicitation. This RFI will not result in the award of any contract. Potential suppliers of any goods or services described in this RFI should not reserve stock or facilities, nor allocate resources, as a result of any information contained in this RFI. Nor will this RFI result in the creation of any source list. Therefore, whether or not a potential supplier responds to this RFI will not preclude that supplier from participating in any future procurement. Also, the procurement of any of the goods and services described in this RFI will not necessarily follow this RFI. This RFI is simply intended to solicit feedback from industry with respect to the subject matter described in this RFI.

2. INSTRUCTIONS FOR RESPONDING TO THIS REQUEST FOR INFORMATION

2.1 Nature and Format of Responses Requested

Respondents are reminded that this is an RFI and not a Request for Proposals (RFP). As such, respondents are requested to provide their comments, concerns and, where applicable, alternative recommendations regarding how the requirements or objectives described in this RFI could be satisfied. RFI responses should also clearly identify any additional information and/or clarifications that respondents suggest be incorporated into any future solicitation documents. Respondents are also invited to provide comments regarding the content, format and/or organization of any draft documents included in this RFI. Respondents should explain any assumptions they make in their responses. Any marketing or promotional information submitted as part of the responses will not be reviewed.

Responses will not be used for competitive or comparative evaluation purposes, and thus the response format is not as rigorously defined as would normally be for an RFP. However, for ease of use and in order for the greatest value be gained from responses, Canada requests that respondents follow the structure outlined in section 2.6.

2.2 Response Costs

Canada will not reimburse any organization for expenses incurred in responding to this RFI.

2.3 Treatment of Responses

Use of Responses: Responses will not be formally evaluated. However, the responses received may be used by Canada to develop or modify the procurement approach, as well as any draft documentation contained in this RFI. Canada will review all responses received by the RFI closing date. Canada may, at its discretion, review responses received after the RFI closing date.

Review Team: A review team composed of representatives of Canada will review the responses. Canada reserves the right to hire any independent consultant or to use any Government of Canada (GOC) resources that it considers necessary to review any response. Not all members of the review team will necessarily review all responses.

Confidentiality: Respondents should mark any portions of their response that they consider proprietary or confidential. Canada will handle the responses in accordance with the *Access to Information Act*.

2.4 Follow-up Activity

Canada may, at its discretion, contact any respondent to follow up with additional questions or to clarify any aspect of a response.

Canada does not contemplate conducting post RFI submission review meetings with respondents. However, should such a review be required, respondents will be contacted by the Contracting Authority to arrange a closed meeting.

2.5 Contents of Request for Information

The information contained in this document remains a work in progress and respondents should not assume that new requirements will not be added to any bid solicitation that is ultimately published by Canada. Nor should respondents assume that none of the requirements will be deleted or revised. Comments regarding any aspect of the draft documents are welcome. This RFI also contains specific questions addressed to the industry.

2.6 Format of Responses

Cover Page: If the response includes multiple volumes, respondents are requested to indicate on the front cover page of each volume the title of the response, the solicitation number, the volume number and the full legal name of the respondent.

Title Page: The first page after the cover page should be the title page, which should contain the following information:

(i) the title of the respondent's response and the volume number;

(ii) the name and address of the respondent;

(iii) the name, address and telephone number of the respondent's contact;

(iv) the date, and

(v) the RFI number.

Number of Copies: Canada requests that respondents submit their response in unprotected (i.e. no password) PDF format by email, if the size of the document is less than 6MB, to:

michael.randall@tpsgc-pwgsc.gc.ca

Alternatively, Canada requests that respondents save a copy of their PDF (2003 or later) document onto each of four USB memory drives and deliver them by mail to the address specified in section 2.7.

Responses to this RFI may be in either of Canada's official languages, English or French.

2.7 Enquiries

All enquiries and other communications related to this RFI and associated industry engagement activities shall be directed exclusively to the PWGSC Contracting Authority. Since this is not a bid solicitation, Canada will not necessarily respond to enquiries in writing or by circulating answers to all respondents; however, respondents with questions regarding this RFI may direct their enquiries to:

Contracting Authority: Michael Randall

Public Works and Government Services Canada

Place du Portage III, 12C1
11 Laurier Street
Gatineau, Quebec
K1A 0S5

Email address: michael.randall@tpsgc-pwgsc.gc.ca

Telephone: 819-420-2239

The use of email to communicate is preferred.

2.8 Submission of Responses

Time and Place for Submission of Responses: Organizations interested in providing a response should deliver it to the Contracting Authority identified above by the time and date indicated on page 1 of this solicitation document.

Responsibility for Timely Delivery: Each respondent is solely responsible for ensuring its response is delivered on time to the correct location.

Identification of Response: Each respondent should ensure that its name, return address, the solicitation number and the closing date appear legibly on the outside of the response.

Return of Response: Responses to this RFI will not be returned.

2.9 Supervision Technology Tools Renewal Project Requirement Preliminary Procurement Timeline

Canada is contemplating publishing an RFP for the STTR Project requirement in the Winter 2017/18. Please note that the timeframe is an estimate which has been provided for information purposes only. Canada reserves the sole option to alter its contemplated procurement schedule as it sees fit.

PART II: BACKGROUND; OBJECTIVES; SECURITY REQUIREMENTS; LOCATION OF WORK AND TRAVEL; AND; VOLUMETRIC DATA

3. BACKGROUND

3.1 The Office of the Superintendent of Financial Institutions (OSFI) is the primary regulator of federally chartered financial institutions and federally administered pension plans. OSFI's mission is to protect the rights and interests of depositors, policyholders, pension plan members and creditors of financial institutions, and to advance and administer a regulatory framework that contributes to public confidence in a competitive financial system. OSFI supervises and regulates all banks, and all federally incorporated or registered trust and loan companies, insurance companies, cooperative credit associations, fraternal benefit societies and pension plans.

3.2 OSFI’s federally legislated mandate and its key role in stewarding the health of OSFI’s financial services sector is an important element in maintaining confidence in Canada's financial system. Therefore, OSFI senior management recognizes the need to constantly evaluate the infrastructure to proactively support OSFI’s staff in conducting prudential supervisory work. OSFI’s STTR Project was initiated in response to the need for more robust tools to support supervisory resources in conducting their core work. Additional information regarding the STTR Project is provided in Annex A of the attached draft RFP set out under PART IV hereto.

3.3 Detailed information about the Office of the Superintendent of Financial Institutions (OSFI), including its mission and objectives, history, organization and how we regulate can be found at OSFI’s website www.osfi-bsif.gc.ca.

4. OBJECTIVE OF THIS REQUEST FOR INFORMATION

4.1 Through the contemplated RFP process, Canada is seeking to select a single Solutions-based Informatics Professional Services (SBIPS) under the SBIPS Supply Arrangement (SA) method of supply for OSFI’s STTR Project requirement. OSFI requires a single System Integrator (SI) Contractor to deliver:

(a) firm, fixed price professional services work requirements as described in the attached RFP;

(b) as required SI professional services resources on a Task Authorization basis;

(c) optional third party Enterprise Planning software and associated software maintenance and support services;

(d) optional third party Rich Text Control software and associated software maintenance and support services;

(e) optional third party Spelling/Grammar checking software and associated software maintenance and support services to support OSFI's STTR Project in the delivery of its new STTR System and, at OSFI's sole option, to support the roll-out of an Enterprise Planning tool across OSFI. Please see Annex A of the attached draft RFP set out under PART IV hereto for additional information on OSFI's requirement.

4.2 The proposed length of the contemplated Contract is 2 years with options to extend the period by 8 optional 1 year periods.

4.3 This RFI is being issued with the objective of engaging industry and providing industry a copy of a draft RFP for review and feedback.

4.4 This RFI does not imply that Canada has made a final decision on any of the procurement possibilities. Canada may not select any of the solutions or equipment identified in the responses. Canada shall not be liable under any circumstances to any supplier who has prepared a response to this RFI.

4.5 The information gathered from this RFI will be used to assist Canada in finalizing its final STTR Project RFP and associated procurement approach.

5. SECURITY REQUIREMENTS

5.1 There are no security requirements associated with this RFI.

5.2 There are security requirements associated with the contemplated RFP, some of which must be met at the time of RFP closing. For additional information, please consult:

(i) Part 1, articles 1.2.4 and 1.2.5;

(ii) Part 6 – Security and Other Requirements; and

(iii) Part 7 - Resulting Contract Clauses

of the attached Draft RFP set out under PART IV of this RFI.

5.3 For more information on personnel and organization security screening or security clauses, respondents should refer to the Industrial Security Program (ISP) of Public Works and Government Services Canada (http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html) website.

6 LOCATION OF WORK AND TRAVEL

In accordance with article 6.3 of Annex A of the attached draft RFP set under PART IV of this RFI, Canada will provide office accommodations for Contractor resources at OSFI's facilities located in Toronto and Ottawa. Travel for locations outside of these locations will be required on an as required Task authorization basis as necessary.

7. VOLUMETRIC DATA

Annex A to the draft RFP set out under PART IV of this RFI and other sections of this RFI, contain volumetric data. Any historical work volume data set out under this RFI document is provided for information purposes only. Although it represents the best information currently available to Canada, Canada does not warrant or represent that the data is complete or free from error.

PART III: QUESTIONS TO INDUSTRY

Canada requests that potential suppliers review the draft RFP set out under PART IV of this RFI in its entirety and provide a response to the questions below in order to help Canada improve its documentation and address any concerns that industry may have prior to issuance of the final RFP. When responding to the questions please ensure that answers are detailed and contain the rationale, and potential impact of any suggested changes to Canada's current approach.

Comments from Industry related to this RFI should include, but need not be limited to, the questions set out below.

Technical Questions

1) Please Reference Attachment 4.1 (Technical Evaluation Criteria) to PART 4 and elsewhere as applicable, of the draft RFP

   Are there any mandatory Corporate Experience requirements, stipulated in criteria #M-1 of section 3 of the Technical Evaluation Criteria, which would prevent an organization from submitting an otherwise compliant bid? If so, please explain.

2) Please reference Annex A (SOW), Attachment 4.1 (Technical Evaluation Criteria) to PART 4 and elsewhere as applicable, of the draft RFP

   Are there any other requirements in the attached draft RFP requirements documents (i.e. SOW and Technical Evaluation Criteria) that would preclude an organization from responding to the upcoming RFP? If so, please explain.

3) Please reference Annex A (SOW), Attachment 4.1 (Technical Evaluation Criteria) to PART 4 and elsewhere as applicable, of the draft RFP

   Are the Contractor Work Requirements specified in sections 5 through 16 of the SOW, provided in sufficient detail to enable a Bidder to propose an approach and solution in accordance with the associated Mandatory and Point-Rated Technical Evaluation Criteria (criteria #M-2 to #M13 inclusive and #R-3 to #R-11 inclusive)? If not, please explain what additional information is required in the final RFP.

4) Please reference Annex A (SOW), articles 7.19 & 7.20 of PART 7 (Resulting Contract Clause) and elsewhere as applicable, of the draft RFP

   Are there any concerns with respect to Canada including the provision of the optional third-party software (i.e. Enterprise Planning software - SOW article 8.1, Rich Text Control software - SOW article 8.2 and Spelling/Grammar software SOW article 8.3) and the associated maintenance and support (article 7.20 of PART 7) as part of the contemplated RFP? If so, please explain and if applicable, please also suggest any alternative best practices / approaches Canada should consider to meet such third party COTS software requirements?

Commercial Questions

5) <u>Please reference Attachment 4.2 (Financial Evaluation Criteria) and elsewhere as applicable, of the draft RFP</u>

For each of the professional services resource Job Categories identified in items 1 through 19 of pricing Table 1 set out under Attachment 4.2 of the draft RFP, are there any concerns with respect to the contemplated pricing approach? Is so, please describe your concerns?

6) <u>Please reference Attachment 4.2 (Financial Evaluation Criteria), Annex A (SOW) and elsewhere as applicable, of the draft RFP</u>

Does the draft RFP (including, but not limited to the SOW) provide sufficient detail to enable a Bidder to provide a comprehensive proposed Firm, Fixed All-Inclusive price for each of the Contractor Work Deliverable requirements identified in items 1 through 12 of pricing Table 2 set out under Attachment 4.2 of the draft RFP? If not, please explain what additional information is required in the final RFP.

7) <u>Please reference Attachment 4.2 (Financial Evaluation Criteria) and elsewhere as applicable, of the draft RFP</u>

(a) For each of the three optional software requirements (*Enterprise Planning software, Rich Text Control software and Spelling/Grammar software*), are there any concerns with respect to the contemplated licensing and pricing approach (e.g. per software User Licence pricing and Entirety Price pricing) identified in items 13 through 15 of pricing Table 2, set out under Attachment 4.2 of the draft RFP? Is so, please describe your concerns?

(b) Of the two optional software licencing pricing approaches identified in the draft RFP (*per software User Licence pricing and Entirety Price pricing)* which approach would be optimal from an industry best practices perspective? Please explain your response?

8) <u>Please reference Attachment 4.2 (Financial Evaluation Criteria) and elsewhere as applicable, of the draft RFP</u>

For each of the three optional software requirements (*Enterprise Planning software, Rich Text Control software and Spelling/Grammar software*), are there any concerns with respect to the contemplated COTS Software Maintenance and Support pricing approach identified in items 16 through 18 of the of pricing Table 2, set out under Attachment 4.2 of the draft RFP? Is so, please describe your concerns?

9) <u>Please reference PART 7 (Resulting Contract Clause) of the draft RFP</u>

(a) Article 7.6 (Contract Period) of PART 7 of the draft RFP provides for an initial 2 Year Contract Period with the irrevocable option for Canada to further extend the Contract for

8 additional 1 year periods. Would this cause industry any concerns? If so, please explain?

(b) Are there any terms and conditions set out in Part 7 of the draft RFP that would prevent an organization from responding to the RFP?

10) <u>Please reference Part 4 (Evaluation Procedure and Basis of Selection) and Annex B (Basis of Payment) of the draft RFP</u>

Is Part 4 and Annex B of the draft RFP clear? Does industry have any concerns or suggestions with respect to these portions of the draft RFP?

General Questions

11) In addition to your response to the above noted questions, can you offer any other suggestions to help improve the draft RFP? If so, please explain.

12) Based on the attached draft RFP, how long of a bid posting period would a Bidder require to prepare and submit a Bid in response to the contemplated RFP?

PART IV: DRAFT REQUEST FOR PROPOSAL

REQUEST FOR PROPOSALS (RFP)
SOLUTIONS BASED INFORMATICS AND PROFFESSIONAL SERVICES
FOR
THE OFFICE OF THE SUPERINTENDANT OF FININCIAL INSTITUTIONS (OSFI)

SUPERVISION TECHNOLOGY TOOLS RENEWAL (STTR) PROJECT

The Articles in the Resulting Contract Clauses are mandatory in their entirety, unless otherwise indicated. Acceptance of these Articles, in their entirety, as they appear in this Annex, is a Mandatory requirement of SBIPS. Suppliers submitting a Bid containing statements implying that their Bid is conditional on modification of these clauses or containing terms and conditions that purport to supersede these clauses or derogate from them will be considered non-responsive.

This Request for Proposal (RFP) is issued to solicit bids from pre-qualified suppliers holding a valid Solutions-Based Informatics Professional Services Supply Arrangement (SBIPS SA) issued pursuant to the Request for Supply Arrangement (RFSA) solicitation No. EN537-05IT01.

Unless otherwise specified in this document, all terms and conditions of the SBIPS SA apply and will be incorporated into this SBIPS SA RFP and any resulting Contract by reference.

No contractor is presently performing these services.

Specific terms of this SBIPS SA RFP are as follows:

A. Project Summary

This SBIPS SA RFP is being competed under Tier 2 for OSFI in the National Capital region.

This SBIPS SA RFP is a requirement involving the following SBIPS Stream of Expertise:

- Systems Integration

B. Potential Bidders

ALL qualified Tier 2 SBIPS SA Holders in the National Capital region have been invited to bid on this requirement

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LIST OF ATTACHMENTS TO PART 3 (BID PREPERATION INSTRUCTIONS):

Form 1 - Bid Submission Form

LIST OF ATTACHMENTS TO PART 4 (EVALUATION PROCEDURES AND BASIS OF SELECTION)

Attachment 4.1: Technical Evaluation Criteria
Attachment 4.2: Financial Evaluation Criteria

LIST OF ATTACHMENTS TO PART 5 (CERTIFICATION)

Form A - Software Publisher Certification Form
Form B - Software Publisher Authorization Form
Form C - Federal Contractors Program for Employment Equity - Certification

PART 1 - GENERAL INFORMATION

1.1 Introduction

The bid solicitation is divided into seven parts plus attachments and annexes, as follows:

Part 1 General Information: provides a general description of the requirement;

Part 2 Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation;

Part 3 Bid Preparation Instructions: provides Bidders with instructions on how to prepare their Bid;

Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, and the basis of selection;

Part 5 Certifications and Additional Information: includes the certifications and additional information to be provided;

Part 6 Security and Other Requirements: includes specific requirements that must be addressed by Bidders; and

Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The Annexes include the Statement of Work, the Basis of Payment, the Security Requirements Checklist and any other annexes.

1.2 Summary

1.2.1 This bid solicitation is being issued to satisfy the requirement of Office of the Superintendent of Financial Institutions (OSFI) (the "**Client(s)**") for Solutions-based Informatics Professional Services (SBIPS) under the SBIPS Supply Arrangement (SA) method of supply for OSFI's Supervision Technology Tools Renewal (STTR) Project.

1.2.2 OSFI requires a System Integrator (SI) Contractor to:

a) deliver the Firm, Fixed price SI professional services Work requirements described under this solicitation;

b) provide as required SI professional services resources on a Task Authorization basis;

b) provide optional third party Enterprise Planning software and associated software maintenance and support services;

c) provide optional third party Rich Text Control software and associated software maintenance and support services; and

d) provide optional third party Spelling/Grammar checking software and associated software maintenance and support services

to support OSFI's STTR Project in the delivery of its new STTR System and, at OSFI's sole option, to support the roll-out of an Enterprise Planning tool across OSFI.

1.2.3 It is intended to award one Contract for up to 2 years, plus 8 irrevocable options of 1 year each allowing Canada to extend the term of the Contract.

1.2.4 There are security requirements associated with this requirement. For additional information, consult Part 6 – Security and Other Requirements, and Part 7 - Resulting Contract Clauses. For more information on personnel and organization security screening or security clauses, bidders should refer to the Industrial Security Program (ISP) of Public Works and Government Services Canada (http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html) website.

1.2.5 Job Category resources described in articles 6.1 and 6.2 of Annex A to PART 7 of this RFP are required on an as and when requested basis in accordance with any resulting Contract.

As indicted in Mandatory Evaluation Criteria M-10 of Attachment 4.1 - TECHNICAL EVALUTION CRITERIA of this RFP, the Contractor must propose as part of its Bid, qualified CONTRATOR WORK TEAM resources for each of the eight Resource Job Categories listed in the below table and as further described in article 6.1.2 d) of the attached ANNEX A to PART 7 of this RFP.

Canada contemplates issuing Task Authorization(s) for CONTRATOR WORK TEAM resources shortly after Contract Award. At the date of Bid close, the Bidder and each of the Bidder's eight proposed individual named CONTRACTOR WORK TEAM resources' must meet each of the applicable security related conditions set out under Part 6 - Security, Financial and Other Requirements of this RFP, and the conditions set out under the section titled Security

Requirements in Part 7 – Resulting Contract Clauses of this RFP. Post Contract award, all other as required professional services resources required under a Task Authorization must meet each applicable security related condition set out under the resulting Contract and any associated Task Authorization, prior to the issuance of the Task Authorization.

RESOURCE JOB CATEGORY	Level of Personnel Clearance Required at Date of Bid Close	NUMBER OF PROPOSED NAMED RESOURCES REQUIRED IN BID
Contractor PM	Reliability	1
OCM Specialist	Reliability	1
Solution/Application Architect	Secret	1
Information Architect	Secret	1
Dynamics CRM Development Specialist	Secret	1
SharePoint Development Specialist	Secret	1
User Experience (UX) Specialist	Reliability	1
Business Analyst	Reliability	1
Please note, the Bidder must hold a valid Facility Security Clearance at the level of SECRET at time of Bid close.		

Note to Bidders – please consult:
(a) Part 6 – Security and Other Requirements;
(b) Part 7 - Resulting Contract Clauses; and
(c) Annex C – Security Requirements Checklist (and Security Classification Guide)
of this RFP for additional security related information and associated Job Category Level of Personnel Clearance requirements.

1.2.6 The requirement is subject to the provisions of the World Trade Organization Agreement on Government Procurement (WTO-AGP), the North American Free Trade Agreement (NAFTA), the Canada-Chile Free Trade Agreement (CCFTA), the Canada-Peru Free Trade Agreement (CPFTA), the Canada-Colombia Free Trade Agreement (CColFTA), the Canada-Panama Free Trade Agreement (CPanFTA) and the Canadian Free Trade Agreement (CFTA).

1.2.7 "The Federal Contractors Program (FCP) for employment equity applies to this procurement; ee Part 5 - Certifications, Part 7 - Resulting Contract Clauses and the annex titled *Federal Contractors Program for Employment Equity - Certification*."

1.2.8 Without limiting Canada's rights under article 18 of Standard Instructions 2003 – Goods or Services – Competitive Requirements the following private sector Company was engaged in the preparation of the solicitation:

- Cheryl Morris
  PPI Consulting, a division of BDO Canada LLP.
  275 Slater St, 20th Floor, Ottawa, ON K1P 5H9

1.3 Debriefings

Bidders may request a debriefing on the results of the bid solicitation process. Bidders should make the request to the Contracting Authority within 15 working days from receipt of the results of the bid solicitation process. The debriefing may be in writing, by telephone or in person.

PART 2 - BIDDER INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the *Standard Acquisition Clauses and Conditions Manual* (https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) issued by Public Works and Government Services Canada.

Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.

The 2003 (2016-04-04) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation. If there is a conflict between the provisions of 2003 and this document, this document prevails.

"Subsection 3 of Section 01, Integrity Provisions - Bid of Standard Instructions 2003 incorporated by reference above is deleted in its entirety and replaced with the following:

(a) If at the time of submitting a Bid under the Request for Supply Arrangements (RFSA), the Bidder has already provided a list of names, as requested under the *Ineligibility and Suspension Policy.* During this procurement process, the Bidder must immediately inform Canada in writing of any changes affecting the list of names.

Subsection 5.4 of 2003, Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: 60 days
Insert: 120 days

2.2 Submission of Bids

(a) Bids must be only submitted only to Public Works and Government Services (PWGSC) Bid Receiving Unit by the date and time indicated on page 1 of the bid solicitation.

Due to the nature of the bid solicitation, bids transmitted by facsimile will not be accepted.

2.3 Former Public Servant

(a) Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to FPSs, bidders must provide the information required below before contract award. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

(b) Definitions

For the purposes of this clause,"former public servant" is any former member of a department as defined in the Financial Administration Act, R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

(i) an individual;

(ii) an individual who has incorporated;

(iii) a partnership made of former public servants; or

(iv) sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

"lump sum payment period" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

"pension" means a pension or annual allowance paid under the Public Service Superannuation Act (PSSA), R.S., 1985, c. P-36, and any increases paid pursuant to the Supplementary Retirement Benefits Act, R.S., 1985, c. S-24 as it affects the PSSA. It does not include pensions payable pursuant to the Canadian Forces Superannuation Act, R.S., 1985, c. C-17, the Defence Services Pension Continuation Act, 1970, c. D-3, the Royal Canadian Mounted Police Pension Continuation Act , 1970, c. R-10, and the Royal Canadian Mounted Police Superannuation Act, R.S., 1985, c. R-11, the Members of Parliament Retiring Allowances Act, R.S. 1985, c. M-5, and that portion of pension payable to the Canada Pension Plan Act, R.S., 1985, c. C-8.

(c) Former Public Servant in Receipt of a Pension

As per the above definitions, is the Bidder a FPS in receipt of a pension? Yes ( ) No ( )

If so, the Bidder must provide the following information, for all FPSs in receipt of a pension, as applicable:

(i) name of former public servant;

(ii) date of termination of employment or retirement from the Public Service.

By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with Contracting Policy Notice: 2012-2 and the Guidelines on the Proactive Disclosure of Contracts.

(d) Work Force Adjustment Directive

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive? Yes ( ) No ( )

If so, the Bidder must provide the following information:

(i) name of former public servant;

(ii) conditions of the lump sum payment incentive;

(iii) date of termination of employment;

(iv) amount of lump sum payment;

(v) rate of pay on which lump sum payment is based;

(vi) period of lump sum payment including start date, end date and number of weeks;

(vii) number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment program.

For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is $5,000, including Applicable Taxes.

2.4 Enquiries - Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority no later than 10 calendar days before the bid closing date. Enquiries received after that time may not be answered. Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by Bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the question(s) or may request that the Bidder do so, so that the proprietary nature of the question(s) is eliminated and the enquiry can be answered to all Bidders. Enquiries not submitted in a form that can be distributed to all Bidders may not be answered by Canada.

2.5 Applicable Laws

Any resulting Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidders.

2.6 Improvement of Requirement During Solicitation Period

Should Bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, Bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation? Bidders must clearly outline the suggested improvement as well as the reasons for the suggestion. Suggestions that do not restrict the level of competition nor favour a particular Bidder will be given consideration provided they are submitted to the Contracting Authority in accordance with the article entitled "Enquiries - Bid Solicitation". Canada will have the right to accept or reject any or all suggestions.

2.7 Volumetric Data

The data described in this bid solicitation has been provided to Bidders to assist them in preparing their bids. The inclusion of this data in this bid solicitation does not represent a commitment by Canada that Canada's future usage of the service identified in this request for proposal will be consistent with this data. It is provided purely for information purposes.

PART 3 - BID PREPARATION INSTRUCTIONS

3.1 Bid Preparation Instructions

(a) Canada requests that Bidders provide their bid in separately bound sections as follows:

Section I: Technical Bid - 4 hard copies and 2 soft copies on USB;

Section II: Financial Bid - 2 hard copies and 1 soft copy on USB;

Section III: Certifications – Certifications not included in the Technical Bid 1 hard copy and 1 soft copy on USB

If there is a discrepancy between the wording of the soft copy and the hard copy, the wording of the hard copy will have priority over the wording of the soft copy.

Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.

(b) Canada requests that Bidders follow the format instructions described below in the preparation of their bid:

(i) use 8.5 x 11 inch (216 mm x 279 mm) paper;

(ii) use a numbering system that corresponds to the bid solicitation.

In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process Policy on Green Procurement (http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html). To assist Canada in reaching its objectives, Bidders should:

1) use 8.5 x 11 inch (216 mm x 279 mm) paper containing fiber certified as originating from a sustainably-managed forest and containing minimum 30% recycled content; and

2) use an environmentally-preferable format including black and white printing instead of color printing, printing double sided/duplex, using staples or clips instead of cerlox, duo tangs or binders.

(c) Submission of Only One Bid:

(i) A Bidder, including related entities, will be permitted to submit only one bid in response to this bid solicitation. If a Bidder or any related entities participate in more than one bid (participating means being part of the Bidder, not being a subcontractor), Canada will provide those Bidders with 2 working days to identify the single bid to be considered by Canada. Failure to meet this deadline will result in all the affected bids being disqualified.

(ii) For the purposes of this Article, regardless of the jurisdiction where any of the entities concerned is incorporated or otherwise formed as a matter of law (whether that entity is a natural person, corporation, partnership, etc.), an entity will be considered to be "**related**" to a Bidder if:

(A) they are the same legal entity (i.e., the same natural person, corporation, partnership, limited liability partnership, etc.);

(B) they are "related persons" or "affiliated persons" according to the Canada Income Tax Act;

(C) the entities have now or in the two years before bid closing had a fiduciary relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or

(D) the entities otherwise do not deal with one another at arm's length, or each of them does not deal at arm's length with the same third party.

(iii) Individual members of a joint venture cannot participate in another bid, either by submitting a bid alone or by participating in another joint venture.

(**d**) **Joint Venture Experience:**

(i) Where the Bidder is a joint venture with existing experience as that joint venture, it may submit the experience that it has obtained as that joint venture.

Example: A bidder is a joint venture consisting of members L and O. A bid solicitation requires that the bidder demonstrate experience providing maintenance and help desk services for a period of 24 months to a customer with at least 10,000 users. As a joint venture (consisting of members L and O), the bidder has previously done the work. This bidder can use this experience to meet the requirement. If member L obtained this experience while in a joint venture with a third party N, however, that experience cannot be used because the third party N is not part of the joint venture that is bidding.

(ii) A joint venture bidder may rely on the experience of one of its members to meet any given technical criterion of this bid solicitation.

Example: A bidder is a joint venture consisting of members X, Y and Z. If a solicitation requires: (a) that the bidder have 3 years of experience providing maintenance service, and (b) that the bidder have 2 years of experience integrating hardware with complex networks, then each of these two requirements can be met by a different member of the joint venture. However, for a single criterion, such as the requirement for 3 years of experience providing maintenance services, the bidder cannot indicate that each of members X, Y and Z has one year of experience, totaling 3 years. Such a response would be declared non-responsive.

(iii) Joint venture members cannot pool their abilities with other joint venture members to satisfy a single technical criterion of this bid solicitation. However, a joint venture member can pool its individual experience with the experience of the joint venture itself. Wherever substantiation of a criterion is required, the Bidder is requested to indicate which joint venture member satisfies the requirement. If the Bidder has not identified which joint venture member satisfies the requirement, the Contracting Authority will provide an opportunity to the Bidder to submit this information during the evaluation period. If the Bidder does not submit this information within the period set by the Contracting Authority, its bid will be declared non-responsive.

Example: A bidder is a joint venture consisting of members A and B. If a bid solicitation requires that the bidder demonstrate experience providing resources for a minimum number of 100 billable days, the bidder may demonstrate that experience by submitting either:

- Contracts all signed by A;
- Contracts all signed by B; or
- Contracts all signed by A and B in joint venture, or
- Contracts signed by A and contracts signed by A and B in joint venture, or
- Contracts signed by B and contracts signed by A and B in joint venture.

That show in total 100 billable days.

(iv) Any Bidder with questions regarding the way in which a joint venture bid will be evaluated should raise such questions through the Enquiries process as early as possible during the bid solicitation period.

3.1A - Section I: Technical Bid

In their Technical Bid, Bidders should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders should demonstrate their capability and describe their approach in a thorough, concise and clear manner for carrying out the Work.

The Technical Bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the Bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the Bid, Canada requests that Bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Bidders may refer to different sections of their Bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

The Technical Bid consists of the following:

(a) **Bid Submission Form**: Unless specified otherwise in the RFP, Bidders are requested to complete and include the completed Bid Submission Form (**Attachment to PART 3 – Form 1)** with their Bids. It provides a common form in which Bidders can provide information required for evaluation and Contract award, such as a contact name, the Bidder's Procurement Business Number, the Bidder's status under the Federal Contractors Program for Employment Equity, etc. Using the form to provide this information is not mandatory, but it is recommended. If Canada determines that the information required by the Bid Submission Form is incomplete or requires correction, Canada will provide the Bidder with an opportunity to do so.

(b) **Security and Other Requirements**: As required by Part 6 of the bid solicitation.

(i) **Security Clearance**: Bidders are requested to submit the following security information for each of its proposed Contractor Work **Team** resources (SOW article 6.1.2) with their bids on or before the bid closing date:

SECURITY INFORMATION	
Name of individual as it appears on security clearance application form	
Level of security clearance obtained	
Validity period of security clearance obtained	
Security Screening Certificate and Briefing Form file number	

(ii) If the Bidder has not included the security information in its Bid, the Contracting Authority will provide an opportunity to the Bidder to submit the security information during the evaluation period. If the Bidder has not submitted the security information within the period set by the Contracting Authority, its Bid will be declared non-responsive
.

(c) **For Proposed Contractor Work Team Resources**: The Technical Bid must include one proposed **Contractor Work Team** resource for each of the eight Contractor Work Team Resource Categories, as identified in Attachment 4.1. The same individual must not be proposed for more than one Resource Category. The Technical bid must demonstrate that each proposed individual meets the qualification requirements described in the bid solicitation (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:

(i) Proposed resources may be employees of the Bidder or employees of a subcontractor, or these individuals may be independent contractors to whom the Bidder would subcontract a portion of the Work (refer to Part 5, Certifications);

(ii) For educational requirements for a particular degree, designation or certificate, Canada will only consider educational programs that were successfully completed by the resource by the time of bid closing. If the degree, designation or certification was issued by an educational institution outside of Canada, the Bidder must provide a copy of the results of the academic credential assessment and qualification recognition service issued by an agency or organization recognized by the Canadian Information Centre for International Credentials (CICIC);

(iii) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of bid closing and must continue, where applicable, to be a member in good standing of the profession or membership throughout the evaluation period and Contract Period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this solicitation. If the entity is not specified, the issuer must have been an accredited or otherwise recognized body, institution or entity at the time the document was issued. If the degree, diploma or certification was issued by an educational institution outside of Canada, the Bidder must provide a copy of the results of the academic credential assessment and qualification recognition service issued by an agency or organization recognized by the Canadian Information Centre for International Credentials (CICIC);

(A) For work experience, Canada will not consider experience gained as part of an educational program, except for experience gained through a formal co-operative program at a post-secondary institution;

(B) For any requirements that specify a particular time period (e.g., 2 years) of work experience, PWGSC will disregard any information about experience if the technical bid does not include the relevant dates (month and year) for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated; and

(C) For work experience to be considered by Canada, the technical bid must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.

(d) Customer Reference Contact Information:

(i) The Bidder must provide Customer References (either Customer Reference Projects or Customer Reference Contracts as described in Attachment 4.1). The Customer Reference must each confirm, if requested by PWGSC, the facts identified in the Bidder's bid, as required by Attachment "4.1".

(ii) The form of question to be used to request confirmation from Customer References is as follows:

Sample Question to a Customer Reference:

Has the Bidder provided your organization, within six years from date of RFP issuance, professional services to implement a Dynamics CRM version 2011 (or more recent) solution? If so, did the Bidder bill a minimum of $2M Canadian (including taxes) under the referenced contract and did the work delivered by the Bidder include the following deliverables:

(A) requirements definition;

(B) solutions architecture;

(C) detailed design;

(D) configuration; and

(E) interfaces to other systems?

__ Yes the Bidder has provided my organization the services described above.

__ No the Bidder has not provided my organization the services described above.

__ I am unwilling or unable to provide any information about the services described above.

(iii) For each Customer Reference, the Bidder must, at a minimum, provide the name and either the telephone number or e-mail address for a contact person. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail.

Bidders are also requested to include the title of the contact person. It is the sole responsibility of the Bidder to ensure that it provides a contact who is knowledgeable about the services the Bidder has provided to its customer and who is willing to act as a Customer Reference. Crown references will be accepted.

(iv) If any of the contact information required for a Customer Reference is not provided with the Bidder's Bid, the Contracting Authority will provide the Bidder 2 working days (or longer if specified in writing by the Contracting Authority) to provide the necessary information to Canada.

(e) **Description of the Bidder's Software Maintenance and Support Services**: The Bidder must include a description of its software maintenance and support services for each of its proposed Optional Third Party COTS software products (Enterprise Planning software, Rich Text Control Set Software and Spelling/Grammar Checking software), which must be consistent with all the requirements described in the Resulting Contract Clauses, including the Statement of Work. At a minimum, the Bidder must describe its:

- Problem reporting and response procedures;
- Escalation procedures;
- On-site support availability; and
- Any enhancements to the basic requirements that the Bidder is offering.

The Bidder may also describe any other information it considers relevant.

3.1B - Section II: Financial Bid

Bidders must submit their financial bid in accordance with Pricing Table #1 and Pricing Table #2 detailed in **Attachment** 4.2: **Financial Evaluation Criteria.** The total amount of Applicable Taxes must be shown separately.

(a) **Pricing**: The total amount of Goods and Services Tax or Harmonized Sales Tax must be shown separately, if applicable. Prices must be firm prices.

(b) **Blank Prices**: Bidders are requested to insert "$0.00" for any item for which it does not intend to charge or for items that are already included in other prices set out in the Pricing Tables. If the Bidder leaves any price blank, Canada will treat the price as "$0.00" for evaluation purposes and may request that the Bidder confirm that the price is, in fact, $0.00. No bidder will be permitted to add or change a price as part of this confirmation. Any Bidder who does not confirm that the price for a blank item is $0.00 will be declared non-responsive.

(c) **Variation in Resource Rates By Time Period**: For any given resource category, where the Financial Tables provided by Canada allow different Firm, Fixed All Inclusive Per Diem Rates to be charged for a resource category during different time periods:

(i) The Firm, Fixed All Inclusive Per Diem Rate bid must not increase by more than 5% from one time period to the next, and

(ii) the Firm, Fixed All Inclusive Per Diem Rate bid for the same resource category during any subsequent time period must not be lower than the rate bid for the time period that includes the first month of the Initial Contract Period.

(d) Exchange Rate Fluctuation

The requirement does not offer exchange rate fluctuation risk mitigation. Requests for exchange rate fluctuation risk mitigation will not be considered. All bids including such provision will render the bid non-responsive.

3.1C - Section III: Certifications

Bidders must submit the certifications required under Part 5.

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 Evaluation Procedures

(a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria. There are several steps in the evaluation process, which are described below. Even though the evaluation and selection will be conducted in steps the fact that Canada has proceeded to a later step does not mean that Canada has conclusively determined that the Bidder has successfully passed all the previous steps. Canada may conduct steps of the evaluation in parallel.

(b) An evaluation team will be composed of representatives of Canada. Canada may hire any independent consultant, or use any Government resources, to evaluate any bid. Not all members of the evaluation team will necessarily participate in all aspects of the evaluation.

(c) In addition to any other time periods established in the bid solicitation:

(i) **Requests for Clarifications**: If Canada seeks clarification or verification from the Bidder about its bid, the Bidder will have 2 working days (or a longer period if specified in writing by the Contracting Authority) to provide the necessary information to Canada. Failure to meet this deadline will result in the bid being declared non-responsive.

(ii) **Requests for Interviews**: If Canada wishes to interview the Bidder and/or any or all of the resources proposed by the Bidder to fulfill the requirements of the bid solicitation, the Bidder will have 2 working days (or a longer period if specified in writing by the Contracting Authority) following notice by the Contracting Authority to make any necessary arrangements (at the Bidder's sole cost) for the interview to take place at a location specified by Canada.

(iii) **Extension of Time**: If additional time is required by the Bidder, the Contracting Authority may grant an extension in his or her sole discretion.

4.2 Technical Evaluation

(a) **Mandatory Technical Evaluation Criteria:**

(i) Each bid will be reviewed for compliance with the mandatory requirements of the bid solicitation. All elements of the bid solicitation that are mandatory requirements are identified specifically with the words "must" or "mandatory". Bids that do not comply with each and every mandatory requirement will be considered non-responsive and disqualified.

(ii) Mandatory Technical Criteria and/or evaluation processes are described in Attachment 4.1: Technical Evaluation Criteria of this RFP.

(iii) Claims in a bid that a future upgrade or release of any product included in the bid will meet the mandatory requirements of the bid solicitation, where the upgrade or release is not available at bid closing, will not be considered.

(b) **Point Rated Technical Evaluation Criteria:**

Where Point-Rated Technical Criteria are specified in the RFP, each bid will be rated by assigning a score to the rated requirements, which are identified in the bid solicitation by the word "rated" or by reference to a score. Bidders who fail to submit complete bids with all the information requested by this bid solicitation will be rated accordingly.

Point Rated Technical Criteria are included in **Attachment 4.1: Technical Evaluation Criteria of this RFP.**

(c) **Resource Qualifications:**

Number of Resources Evaluated:

Only the Bidder's proposed Contractor Work Team resources as identified in Annex A - Statement of Work and Attachment 4.1 – Bid Evaluation Criteria will be evaluated as part of this bid solicitation. Additional as required Professional Services Resources will only be assessed after Contract award once specific tasks are requested of the Contractor. After Contract award, the Task Authorization process will be in accordance with Part 7 – Resulting Contract Clauses, the Article titled "Task Authorization". When a Task Authorization Form (TA Form) is issued, the Contractor will be requested to propose a resource to satisfy the specific requirement based on the TA Form's Statement of Work. The proposed resource will then be assessed against the criteria identified in the Contract's Statement of Work in accordance with Appendix A - Tasking Assessment Procedure of Annex A – Statement of Work.

(d) **Reference Checks (Customer Reference Project or Customer Reference Contracts):**

If reference checks are conducted by Canada as part of Canada's Bid validation process, they will be conducted on the top-ranked Bidder in accordance with Article 4.5.1 herein,

(e) Software Demonstrations

If Software Demonstrations are conducted by Canada as part of Canada's Bid validation process, they will be conducted on the top-ranked Bidder in accordance with Article 4.5.2 herein,

4.3 Financial Evaluation

4.3.1 The financial evaluation will be conducted by calculating the TOTAL FINACIAL SCORE using the Pricing Tables in **Attachment 4.2: Financial Evaluation Criteria**, completed by the Bidders and the associated pricing information provided herein. As part of its Bid, a Bidder must provide its proposed Firm, Fixed All-Inclusive:

(a) per diem rates for the initial Contract Period, Contract Option Period #1 and Contract Option Period #2, for each of the 19 Resource Job Categories set out in Table #1 of Attachment 4.2;

(b) price for each Contractor / Work Deliverable (items 1 through 12) set out in Table # 2 of Attachment 4.2);

(c) Per Software User License price and Firm, Fixed All-Inclusive Entity price for each of the three COTS Software requirements (*item 13. - Enterprise Planning Tool, item 14. – Rich Text Control Tool and item 15. – Spelling/Grammar Checking Software*) set out in Table # 2 of Attachment 4.2; and

(d) Cots Software Maintenance and Support Services Initial Software Support Period Percentage Rate Factor for each of the three COTS Software requirements (*item 16. - Enterprise Planning Tool, item 17. – Rich Text Control Tool and item 18. – Spelling/Grammar Checking Software*) set out in Table # 2 of Attachment 4.2.

4.3.2 **EVALUATION AND SCORING PROPOSED PER DIEM RATES**- For each responsive bid following the technical evaluation, the Bidder's proposed Firm, Fixed All-Inclusive per diem rates will be evaluated using two possible financial evaluation methods for this requirement. The first method will be used if three or more bids are determined responsive (see (a) Per Diem Rate Financial Evaluation - Method A below). The second method will be used if fewer than three bids are determined responsive (see (b) Per Diem Rate Financial Evaluation - Method B below).

(a) **Per Diem Rate Financial Evaluation - Method A:** The following financial evaluation method will be used if three or more bids are determined responsive:

(i) **STEP 1 - ESTABLISHING THE LOWER AND UPPER MEDIAN BAND LIMITS FOR EACH PERIOD AND EACH RESOURCE CATEGORY**: The Contracting Authority will establish, for each period and each Resource Category, the median band limits based on the Firm Fixed All-Inclusive per diem rates provided in the technically responsive bids. For each such Resource Category the median will be calculated using the median function in Microsoft Excel and will represent a range that encompasses any rate to a value of minus (-) 15% of the median, and an upper median rate to a value of plus (+) 30% of the median. When an even number of technically responsive bids have been determined, an average of the middle two rates will be used to calculate the median band limits and for an odd number of technically responsive bids, the middle rate will be used.

(ii) **STEP 2 - POINTS ALLOCATION**: For each period and each Resource Category points will be allocated as follows:

(A) A Bidder's proposed Firm, Fixed, All-Inclusive per diem rate that is either lower than the established lower median band limit or higher than the established upper median band limit for that period and Resource Category will be allocated 0 points.

(B) A Bidder's proposed Firm, Fixed, All-Inclusive per diem rate falling within the upper and lower median band limits, for that period and Resource Category, will be allocated points using the following calculation, which will be rounded to two decimal places:

$$\frac{\text{Lowest proposed Firm, Fixed All-Inclusive per diem rate within the median band limits}}{\text{Bidder's proposed Firm, Fixed All-Inclusive per diem rate within the medium band limits}} \times \text{Maximum Points Assigned at Table 1 below}$$

(C) A Bidder's proposed Firm, Fixed All-Inclusive per diem rate falling within the established median band limits which is the lowest proposed Firm, Fixed All-Inclusive per diem rate will be allocated the applicable maximum points assigned at Table 1 below.

TABLE 1 - MAXIMUM POINTS ASSIGNED					
		MAXIMUM POINTS ASSIGNED			
RESOURCE CATEGORIES	**SOW Article Job Category Description**	**INITIAL CONTRACT PERIOD (2 Years)**	**OPTION PERIOD 1 (1 Year)**	**OPTION PERIOD 2 (1 Year)**	**TOTAL POINTS**
Contractor PM	6.2.1	15	15	15	45
Project Coordinator	6.2.2	5	5	5	15
Business Analyst	6.2.3	10	10	10	30
Solution/Application Architect	6.2.4	10	10	10	30
Information Architect	6.25	10	10	10	30
Infrastructure / Technology Architect	6.2.6	7	7	7	21

Dynamics CRM Development Specialist	6.2.7	10	10	10	30
SharePoint Development Specialist	6.2.8	10	10	10	30
Business Intelligence (BI) Developer	6.2.9	7	7	7	21
Programmer/Software Developer	6.2.10	7	7	7	21
User Experience (UX) Specialist	6.2.11	10	10	10	30
Test Manager	6.2.12	7	7	**7**	21
Tester	6.2.13	7	7	**7**	21
OCM Specialist	6.2.14	10	10	**10**	30
OCM Communications Specialist	6.2.15	7	7	**7**	21
Courseware Developer	6.2.16	7	7	**7**	21
Instructor	6.2.17	7	7	**7**	21
Translator	6.2.18	5	5	**5**	15
Data Entry Clerk	6.2.19	5	5	**5**	15
TOTAL POINTS		156	156	**156**	468

(iii) **STEP 3 – PER DIEM RATE TOTAL SCORE**: Points allocated under STEP 2 for each period and Resource Category will be added together and rounded to two decimal places to produce a PER DIEM RATE TOTAL SCORE. Bidders will find below an example of a financial evaluation using Method A.

(iv) ***EXAMPLE OF A PER DIEM RATE FINANCIAL EVALUATION USING METHOD A***

TABLE 2 - EXAMPLE OF A PER DIEM RATE FINANCIAL EVALUATION USING METHOD A:

Job Category	Max. Points	Bidder 1		Bidder 2		Bidder 3	
		Year 1	Year 2	Year 1	Year 2	Year 1	Year 2
Programmer	150 (75 pts. per year)	$400.00	$400.00	$420.00	$450.00	$450.00	$450.00
Business Analyst	100 (50 pts. per year)	$600.00	$600.00	$600.00	$620.00	$650.00	$820.00

Project Manager	50 (25 pts. per year)	$555.00	$900.00	$750.00	$800.00	$700.00	$800.00
TOTAL	300						

STEP 1 - ESTABLISHING THE LOWER AND UPPER MEDIAN BAND LIMITS FOR EACH YEAR AND EACH RESOURCE CATEGORY

(Median 1) For the Programmer Resource Category, the year 1 median would be $420.00. The lower median band limit would be $357.00 and higher median band limit would be $546.00.

(Median 2) For the Programmer Resource Category, the year 2 median would be $450.00. The lower median band limit would be $382.50 and higher median band limit would be $585.00.

(Median 3) For the Business Analyst Resource Category, the year 1 median would be $600.00. The lower median band limit would be $510.00 and higher median band limit would be $780.00.

(Median 4) For the Business Analyst Resource Category, the year 2 median would be $620.00. The lower median band limit would be $527.00 and higher median band limit would be $806.00.

(Median 5) For the Project Manager Resource Category, the year 1 median would be $700.00. The lower median band limit would be $595.00 and higher median band limit would be $910.00.

(Median 6) For the Project Manager Resource Category, the year 2 median would be $800.00. The lower median band limit would be $680.00 and higher median band limit would be $1,040.00.

STEP 2 - POINTS ALLOCATION:

Bidder 1:

Programmer Year 1 = 75 points (lowest rate within the lower and upper median band limits)
Programmer Year 2 = 75 points (lowest rate within the lower and upper median band limits)

Business Analyst Year 1 = 50 points (lowest rate within the lower and upper median band limits)
Business Analyst Year 2 = 50 points (lowest rate within the lower and upper median band limits)

Project Manager Year 1 = 0 points (outside the lower and higher median band limits)
Project Manager Year 2 = 22.22 points (based on the following calculation = (Lowest rate of $800.00 / Bidder's proposed rate of $900.00) Multiplied by 25 pts.)

Bidder 2:

Programmer Year 1 = 71.43 points (based on the following calculation = (Lowest rate of $400.00 / Bidder's proposed rate of $420.00) Multiplied by 75 pts.)

Programmer Year 2 = 66.67 points (based on the following calculation = (Lowest rate of $400.00 / Bidder's proposed rate of $450.00) Multiplied by 75 pts.)

Business Analyst Year 1 = 50 points (lowest price within the lower and upper median band limits)
Business Analyst Year 2 = 48.39 points (based on the following calculation = (Lowest rate of $600.00 /Bidder's proposed rate of $620.00) Multiplied by 50 pts.)

Project Manager Year 1 = 23.33 points (based on the following calculation = (Lowest rate of $700.00 / Bidder's proposed rate of $750.00) Multiplied by 25 pts.)
Project Manager Year 2 = 25 points (lowest price within the lower and upper median band limits)

Bidder 3:

Programmer Year 1 = 66.67 points (based on the following calculation = (Lowest rate of $400.00 / Bidder's proposed rate of $450.00) Multiplied by 75 pts.)
Programmer Year 2 = 66.67 points (based on the following calculation = (Lowest rate of $400.00 / Bidder's proposed rate of $450.00) Multiplied by 75 pts.)

Business Analyst Year 1 = 46.15 points (based on the following calculation = (Lowest rate of $600.00 / Bidder's proposed rate of $650.00) Multiplied by 75 pts.)
Business Analyst Year 2 = 0 points (outside the lower and higher median band limits)

Project Manager Year 1 = 25 points (lowest price within the lower and upper median band limits)
Project Manager Year 2 = 25 points (lowest price within the lower and upper median band limits)

STEP 3 – PER DIEM RATE SCORE:

Bidder 1

75 + 75 + 50 + 50 + 0 + 22.22 = Total PER DIEM RATE SCORE of 272.22 points out of a possible 300 points

Bidder 2

71.43 + 67.67 + 50 + 48.39 + 23.33 + 25 = Total PER DIEM RATE SCORE of 284.82 points out of a possible 300 points

Bidder 3

66.67 + 66.67 + 46.15 + 0 + 25 + 25 = Total PER DIEM RATE SCORE of 229.49 points out of a possible 300 points

(b) <u>**Per Diem Rate Financial Evaluation - Method B**</u>: The following financial evaluation method will be used if less than three bids are determined responsive:

(i) **STEP 1 – POINTS ALLOCATION:** For each period and each Resource Category points will be allocated as follows:

Points will be established based on the following calculation, with points rounded to two decimal places:

Lowest proposed Firm, Fixed All-Inclusive per diem rate / Bidder's proposed Firm Fixed All-Inclusive per diem rate	x	Maximum Points Assigned at Table 3 below

The Bidder with the lowest proposed Firm, Fixed All-Inclusive per diem rate will be allocated the applicable maximum points assigned at TABLE 3 below.

TABLE 3 - MAXIMUM POINTS ASSIGNED

		MAXIMUM POINTS ASSIGNED			
RESOURCE CATEGORIES	**SOW Article Job Category Description**	**INITIAL CONTRACT PERIOD (2 Years)**	**OPTION PERIOD 1 (1 Year)**	**OPTION PERIOD 2 (1 Year)**	**TOTAL POINTS**
Contractor PM	6.2.1	15	15	**15**	45
Project Coordinator	6.2.2	5	5	**5**	15
Business Analyst	6.2.3	10	10	**10**	30
Solution/Application Architect	6.2.4	10	10	**10**	30
Information Architect	6.25	10	10	**10**	30
Infrastructure / Technology Architect	6.2.6	7	7	**7**	21
Dynamics CRM Development Specialist	6.2.7	10	10	**10**	30
SharePoint Development Specialist	6.2.8	10	10	**10**	30
Business Intelligence (BI) Developer	6.2.9	7	7	**7**	21
Programmer/Software Developer	6.2.10	7	7	**7**	21
User Experience (UX) Specialist	6.2.11	10	10	**10**	30
Test Manager	6.2.12	7	7	**7**	21
Tester	6.2.13	7	7	**7**	21

OCM Specialist	6.2.14	10	10	**10**	30
OCM Communications Specialist	6.2.15	7	7	**7**	21
Courseware Developer	6.2.16	7	7	**7**	21
Instructor	6.2.17	7	7	**7**	21
Translator	6.2.18	5	5	**5**	15
Data Entry Clerk	6.2.19	5	5	**5**	15
GRAND TOTAL POINTS		156	156	**156**	468

(ii) **STEP 2 – PER DIEM RATE TOTAL SCORE**: Points allocated under STEP 1, for each period and each Resource Category will be added together and rounded to two decimal places to produce a PER DIEM RATE TOTAL SCORE.

(iii) EXAMPLE OF A PER DIEM RATE FINANCIAL EVALUATION USING METHOD B

TABLE 4 - EXAMPLE OF A PER DIEM RATE FINANCIAL EVALUATION USING METHOD B:

Resource Category	**Max. Points**	**Bidder 1**		**Bidder 2**			
		Year 1	**Year 2**	**Year 1**	**Year 2**		
Programmer	150 (75 pts. per year)	$400.00	$400.00	$420.00	$450.00		
Business Analyst	100 (50 pts. per year)	$600.00	$600.00	$600.00	$620.00		
Project Manager	50 (25 pts. per year)	$555.00	$900.00	$750.00	$800.00		
TOTAL	300						

STEP 1 - Points Allocation:

Bidder 1:

Programmer Year 1 = 75 points (lowest rate)
Programmer Year 2 = 75 points (lowest rate)

Business Analyst Year 1 = 50 points (lowest rate)
Business Analyst Year 2 = 50 points (lowest rate)

Project Manager Year 1 = 25 points (lowest rate)
Project Manager Year 2 = 22.22 points (based on the following calculation = (Lowest rate of $800.00 / Bidder's proposed rate of $900.00) Multiplied by 25 pts.)

Bidder 2:

Programmer Year 1 = 71.43 points (based on the following calculation = (Lowest rate of $400.00 / Bidder's proposed rate of $420.00) Multiplied by 75 pts.)
Programmer Year 2 = 66.67 points (based on the following calculation = (Lowest rate of $400.00 / Bidder's proposed rate of $450.00) Multiplied by 75 pts.)

Business Analyst Year 1 = 50 points (lowest rate)
Business Analyst Year 2 = 48.39 points (based on the following calculation = (Lowest rate of $600.00 / Bidder's proposed rate of $620.00) Multiplied by 50 pts.)

Project Manager Year 1 = 18.5points (based on the following calculation = (Lowest rate of $555.00 / Bidder's proposed rate of $750.00) Multiplied by 25 pts.)
Project Manager Year 2 = 25 points (lowest rate)

STEP 3 - PER DIEM RATE SCORE:	
Bidder 1:	75 + 75 + 50 + 50 + 25 + 22.22 = Total PER DIEM RATE SCORE of 297.22 points out of a possible 300 points
Bidder 2:	71.43 + 67.67 + 50 + 48.39 + 18.5 + 25 = Total PER DIEM RATE SCORE of 280.99 points out of a possible 300 points

4.3.3 EVALUATION AND SCORING FIRM, FIXED ALL-INCUSIVE REQUIREMENTS

(a) **Calculate Bidder's Evaluated FIRM, FIXED ALL-INCLUSIVE REQUIREMENTS PRICE**

In accordance with article 4.3.1 b), c) and d) above, Bidders are required to proposes Firm, Fixed All-Inclusive pricing for each of the following requirements identified in TABLE 2 of Attachment 4.2 of this RFP:

(i) Contractor Work/Deliverables (items 1 through 12, inclusive);

(ii) COTS Software Licensing (items 13 through 15, inclusive); and

(ii) COTS Software Maintenance and Support Services (items 16 through 18 inclusive).

(b) An Evaluated Price will be computed for the requirements referenced in (a) (i), (ii) and (iii) above for each Bidder using the formulae provided in Table 2. Per Table 2, the sum of the:

(i) Evaluated Price - Firm, Fixed All-Inclusive Price Work (items 1 through 12 inclusive, of table 2);

(ii) Software Licensing Evaluated Price (items 13 through 15 inclusive, of table 2);

and

(iii) COTS Software Maintenance and Support Services Evaluated Price (items 16 through 18 inclusive, of table 2)

will equal the Bidder's evaluated FIRM, FIXED ALL-INCLUSIVE REQUIREMENTS PRICE, rounded to two decimal places. The estimated number of Software User Licenses are provided for Bid evaluation purposes and are not to be construed as a commitment by Canada.

4.3.4 Formulae in Pricing Table: If the pricing tables provided to bidders include any formulae, Canada may re-input the prices provided by Bidders into a fresh table, if Canada believes that the formulae may no longer be functioning properly in the version submitted by a Bidder.

4.3.5 Substantiation of Professional Services Rates: In Canada's experience, Bidders will from time to time propose rates at the time of Bidding for one or more categories of resources that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. When evaluating the rates for professional services bid, Canada may, but will have no obligation to, require price support for any rates proposed (either for all or for specific resource categories). Examples of price support that Canada would consider satisfactory include:

(a) documentation (such as billing records) that shows that the Bidder has recently provided and invoiced another customer (with whom the Bidder deals at arm's length) for services similar to the services that would be provided by the relevant resource category, where those services were provided for at least one month and the fees charged are equal to or less than the rate offered to Canada (to protect the privacy of the customer, the Bidder may black out the customer's name and personal information on the invoice submitted to Canada);

(b) a signed contract between the Bidder and an individual qualified (based on the qualifications described in this bid solicitation) to provide services under the relevant resource category, where the amount payable under that contract by the Bidder to the resource is equal to or less than the rate bid for that resource category;

(c) a signed contract with a subcontractor who will perform the work under any resulting Contract, which provides that the required services will be provided at a rate that is equal to or less than the rate bid for the relevant resource category (and where the resource meets all the qualifications described in this bid solicitation); or

(d) details regarding the salary paid to and benefits provided to the individuals employed by the Bidder qualified (based on the qualifications described in this bid solicitation) to provide services under the relevant resource category, where the amount of compensation, when converted to a per diem or hourly rate (as applicable), is equal to or less than the rate bid for that resource category.

Once Canada requests substantiation of the rates bid for any resource category, it is the sole responsibility of the Bidder to submit information (either the information described in the examples above, or other information that demonstrates that it will be able to recover its own costs based on the rates it has proposed) that will allow Canada to determine whether it can rely, with confidence, on the Bidder's ability to provide the required services at the rates bid, while, at a minimum, recovering its own costs. Where Canada determines that the information provided by the Bidder does not demonstrate the Bidder's ability to recover its own costs in providing the relevant resource, Canada may declare the bid non-compliant.

4.4 Basis of Selection – Highest Combined Rating of Technical Merit and Price

4.4.1 A bid must comply with the requirements of the bid solicitation, meet all mandatory evaluation criteria and obtain the Minimum Points Required, as referenced in Attachment 4.1, for the point rated criteria identified in this bid solicitation to be declared responsive.

4.4.2 The responsive bid that obtains the highest Total Bidder Score will be recommended for award of a Contract. For any given Bidder, the greatest possible TOTAL TECHNICAL SCORE is 70 while the greatest possible TOTAL FINANCIAL SCORE is 30.

4.4.3 **Calculation of TOTAL TECHNICAL SCORE:** The TOTAL TECHNICAL SCORE will be computed for each responsive bid by converting the Technical Score obtained for the point-rated technical criteria using the following formula, rounded to two decimal places:

$$\text{TOTAL TECHNICAL SCORE} \quad \frac{\text{Technical Score}}{\text{1,600 (max available points)}} \quad \times \quad 70$$

4.4.4 Calculation of TOTAL FINANCIAL SCORE: An overall TOTAL FINANCIAL SCORE out of 30 points will be computed for each responsive bid by using the following formula rounded to two decimal places:

$$\text{TOTAL FINANCIAL SCORE} = \frac{\text{Bidder's PER DEIM RATE TOTAL SCORE}}{468} \times 15 + \frac{\text{Lowest Bidder's FIRM, FIXED ALL-INCLUSIVE REQUIREMENTS PRICE}}{\text{Bidder's FIRM, FIXED ALL-INCLUSIVE REQUIREMENTS PRICE}} \times 15$$

4.4.5 **Calculation of the TOTAL BIDDER SCORE:** The TOTAL BIDDER SCORE will be computed for each responsive bid in accordance with the following formula:

TOTAL TECHNICAL SCORE + TOTAL FINANCIAL SCORE = TOTAL BIDDER SCORE

4.4.6 Bidders should note that all contract awards are subject to Canada's internal approvals process, which includes a requirement to approve funding in the amount of any proposed contract. Despite the fact that the Bidder may have been recommended for Contract award, a Contract will only be awarded if internal approval is granted according to Canada's internal policies. If approval is not granted, no Contract will be awarded.

4.4.7 If more than one Bidder is ranked first because of identical overall scores, then the bidder with the highest technical TOTAL TECHNICAL SCORE will become the top-ranked bidder.

4.5 Validation of Top Ranked Bidder Proposal

4.5.1 Reference Checks (Customer Reference Project or Customer Reference Contracts):

(i) If reference checks are conducted by Canada, they will be conducted in writing by e-mail. Canada will send e-mail Reference Check requests to contacts supplied by the applicable Bidder. Canada will not award any points and/or a Bidder will not meet mandatory experience requirement (as applicable) unless the response is received within 5 working days from the date that the email Reference Check request was sent.

(ii) On the third working day after sending out the Reference Check request, if Canada has not received a response, Canada will notify the Bidder by email, to allow the Bidder to contact its Customer Reference directly to ensure that it responds to Canada within 5 working days. If the individual named by a Bidder is unavailable when required during the evaluation period, the Bidder may provide the name and email address of an alternate contact person from the same Customer Reference. Bidders will only be provided with this opportunity once for each Customer Reference, and only if the originally named individual is unavailable to respond (i.e., the Bidder will not be provided with an opportunity to submit the name of an alternate contact person if the original contact person indicates that he or she is unwilling or unable to respond). The Bidder will have 1 working day to submit the name of a new contact. That contact will again be given 5 working days to respond once Canada sends its Customer Reference check request.

(iii) Wherever information provided by a Customer Reference differs from the information supplied by the Bidder, the information supplied by the Customer Reference will be the information evaluated. For Customer Reference Contracts, points will only be allocated if the Customer Reference Contract is an outside client of the Bidder itself and not that of an affiliate (for example, the outside client cannot be the Customer Reference Contract of an affiliate of the Bidder.) Points will not be allocated if the outside client is itself an affiliate or other entity that does not deal at arm's length with the Bidder. Crown references will be accepted.

(iv) Points will not be allocated and/or a Bidder will not meet the mandatory experience requirement (as applicable) if (1) the Customer Reference states he or she is unable or unwilling to provide the information requested, or (2) the Customer Reference Contract is not a customer of the Bidder itself (for example, the Customer Reference Contract cannot be the customer of an affiliate of the Bidder instead of being a customer of the Bidder itself). Nor will points be allocated or a mandatory met if the Customer Reference Contract is itself an affiliate or other entity that does not deal at arm's length with the Bidder.

(v) Whether or not to conduct reference checks is discretionary. However, if Canada chooses to conduct reference checks for any given rated or mandatory requirement, it will check the references for that requirement for the top-ranked Bidder. If as a result of the reference check process, the Bidder's resulting adjusted score is less than the next ranked Bidder or should the Bidder be deemed non-responsive, Canada will conduct the reference check process on the next highest ranked Bidder. If necessary, this cycle will be repeated until a Bidder is eligible to move on to the next step in the Bid Evaluation process.

4.5.2 Software Demonstrations:

(i) The purpose of the Software Demonstration session is to validate the Bidder's Bid response with regard to the compliance with the selected mandatory and point-rated Functional and Non-Functional requirements for each of the (three) proposed third-party software products and to validate the Bidder's stated level of Readiness of the proposed Enterprise Planning Tool for selected requirements.

(ii) At the time of the request for a Software Demonstration session, the top-ranked Bidder will be provided with use cases that must be used by the Bidder to conduct the validation activities. It should be noted that the use cases are designed by OSFI to confirm the capability of the Bidder's proposed COTS products and will be determined prior to the RFP closing date. The same use cases will be used for all Bidder Software Demonstration sessions as required.

(iii) The Bidder will be given no less than five business days' notice of the requirement for a Software Demonstration validation session. The Software Demonstration validation session will be conducted at a location of the Bidder's choosing in Canada. The Software Demonstration session is expected to last no more than one day. The Contracting Authority will work with the Bidder to confirm the date and logistical details for the session. The Bidder will be responsible for its own expenses and will not be reimbursed by Canada. Canada will be responsible for its own expenses. The request for Software Demonstration will detail the session guidelines including any time limits.

(iv) The Software Demonstration session should be attended by the Bidder's proposed Contractor Work Team resources including the Contractor Project Manager; OCM Specialist; Solution / Application Architect; Information Architect; Dynamics CRM Development Specialist; SharePoint Development Specialist; User Experience Specialist; and Business Analyst (BA Lead).

(v) In the event the Bidder is unable to demonstrate or substantiate its compliance or accuracy of its Bid response and its ability to fulfill a requirements as stated in its Bid response, the Bidder will be re-evaluated based on the information provided through the software demonstration process. Bidder scores from the written proposal evaluation can only be adjusted downward. In the case of a point-rated requirement, the Bidder's score for the specific requirement will be adjusted downward or rated zero, in accordance with the published evaluation criteria. In the case of a mandatory requirement, the proposal will be deemed non-responsive.

(vi) Following completion of the Software Demonstration validation and re-evaluation (if required), the Bidder's resulting adjusted scores will be verified against all applicable minimum pass marks. If the adjusted scores fails to meet the minimum pass mark(s) or if the response to any mandatory requirement is evaluated non-responsive following the Software Demonstration validation, the Bid will be ineligible for further consideration.

(vii) If as a result of the Software Demonstration validation activities, the Bidder's resulting adjusted score is less than the next Ranked Bidder or should the Bidder be deemed non-responsive, Canada will subject the next Ranked Bidder to the same Software Demonstration validation process and criteria (i.e. use cases), and so on, until a Bidder can be recommended for award of Contract based on its Validated Score.

4.5.3 Technically Responsive Proposal: A technically responsive proposal is a proposal that meets the mandatory requirements and obtains the required minimum points specified in the bid solicitation for the criteria that are subject to point rating.

4.6 Notification of Evaluation Results

All SA Holders who respond to a SBIPS RFP will be notified in writing regarding the outcome of the RFP process. This notice will include the following information:

(a) Solicitation Number;

(b) Company name of winning bidder including total points scored;

(c) Total value of Contract awarded;

(d) Number of responses received by the Contracting Authority; and

Total points scored of the Bidder (Note: Bidders will only receive their own total points scored and not the score of the other bidders)

PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

Bidders must provide the required certifications and additional information to be awarded a contract. Canada will declare a bid non-responsive if the required certifications are not completed and submitted in accordance with the articles below.

The certifications provided by Bidders to Canada are subject to verification by Canada at all times. Canada will declare a bid non-responsive, or will declare a contractor in default if any certification made by the Bidder is found to be untrue, whether made knowingly or unknowingly, during the bid evaluation period or during the contract period.

The Contracting Authority will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority will render the bid non-responsive or constitute a default under the Contract.

5.1 Certifications Precedent to Contract Award and Additional Information

The certifications and additional information listed below should be submitted with the bid but may be submitted afterwards. If any of these required certifications or additional information is not completed and submitted as requested, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the certifications or the additional information listed below within the time frame specified will render the bid non-responsive.

5.1.1 Federal Contractors Program for Employment Equity - Bid Certification

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid" list (http://www.labour.gc.ca/eng/standards_equity/eq/emp/fcp/list/inelig.shtml) available from Employment and Social Development Canada (ESDC) - Labour's website.

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "FCP Limited Eligibility to Bid " list at the time of contract award.

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the "FCP Limited Eligibility to Bid" list during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed Attachment 5.2 - Federal Contractors Program for Employment Equity Certification, before Contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

5.1.2 Professional Services Resources

(a) By submitting a bid, the Bidder certifies that, if it is awarded a Contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives.

(b) By submitting a bid, the Bidder certifies that all the information provided in the bid and supporting material submitted with its bid, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Bidder to be true and accurate. Furthermore, the Bidder warrants that every individual proposed by the Bidder for the requirement is capable of performing the Work described in the resulting Contract.

(c) If the Bidder is unable to provide the services of an individual named in its bid due to the death, sickness, extended leave (including parental leave or disability leave), retirement, resignation or dismissal for cause of that individual, within five business days of Canada's knowledge of the unavailability of the individual the Bidder may propose a substitute to the Contracting Authority, providing:

(i) the reason for the substitution with substantiating documentation acceptable to the Contracting Authority;

(ii) the name, qualifications and experience of a proposed replacement immediately available for work; and

(iii) proof that the proposed replacement has the required security clearance granted by Canada, if applicable.

No more than one substitute will be considered for any given individual proposed in the bid. In response to the Bidder's proposed substitution, the Contracting Authority may elect in its sole discretion either to:

(A) set aside the bid and give it no further consideration; or

(B) evaluate the replacement in accordance with the requirements of the bid solicitation in the place of the original resource as if that replacement had originally been proposed in the bid, with any necessary adjustments being made to the evaluation results, including the rank of the bid vis-à-vis other bids.

If no substitute is proposed the Contracting Authority will set aside the bid and give it no further consideration.

(d) If a Bidder has proposed any individual who is not an employee of the Bidder, by submitting a bid, the Bidder certifies that it has the permission from that individual to propose his/her services in relation to the Work to be performed and to submit his/her résumé to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his/her availability. Failure to comply with the request may result in the bid being declared non-responsive.

5.1.3 Education and Experience

The Bidder certifies that all the information provided in the bid and supporting material submitted with its bid, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Bidder to be true and accurate. Furthermore, the Bidder warrants that every individual proposed by the Bidder for the requirement is capable of performing the Work described in the resulting Contract.

5.1.4 Software Publisher Certification and Software Publisher Authorization

(a) If the Bidder is the Software Publisher for any of the proprietary software component(s) it bids, Canada requires that the Bidder confirm in writing that it is the Software Publisher. Bidders are requested to use the Software Publisher Certification Form included with the bid solicitation. Although all the contents of the Software Publisher Certification Form are required, using the form itself to provide this information is not mandatory. For bidders who use an alternate form, it is in Canada's sole discretion to determine whether all the required information has been provided. Alterations to the statements in the form may result in the bid being declared non-responsive.

(b) Any Bidder that is not the Software Publisher of all the proprietary software products or components proposed as part of its bid is required to submit proof of the Software Publisher's authorization, which must be signed by the Software Publisher (not the Bidder). No Contract will be awarded to a Bidder who is not the Software Publisher of all of the proprietary software it proposes to supply to Canada, unless proof of this authorization has been provided to Canada. If the proprietary software proposed by the Bidder originates with multiple Software Publishers, authorization is required from each Software Publisher. Bidders are requested to use the Software Publisher Authorization Form included with the bid solicitation. Although all the contents of the Software Publisher Authorization Form are required, using the form itself to provide this information is not mandatory. For Bidders/Software Publishers who use an alternate form, it is in Canada's sole discretion to determine whether all the required information has been provided. Alterations to the statements in the form may result in the bid being declared non-responsive.

(c) In this bid solicitation, "Software Publisher" means the owner of the copyright in any software included in the bid, who has the right to license (and authorize others to license/sub-license) its software products.

5.1.5 Bidder Certifies that All Equipment and Software is "Off-the-Shelf"

Any equipment and software bid to meet this requirement must be "off-the-shelf" (unless otherwise stated in this bid solicitation), meaning that each item of equipment and software is commercially available and requires no further research or development and is part of an existing product line with a field-proven operational history (that is, it has not simply been tested in a laboratory or experimental environment). If any of the equipment or software bid is a fully compatible extension of a field-proven product line, it must have been publicly announced on or before the bid closing date. By submitting a bid, the Bidder is certifying that all the equipment and software bid is off-the-shelf.

PART 6 – SECURITY AND OTHER REQUIREMENTS

6.1 Security Requirements

(a) At the date of bid closing, the following conditions must be met:

(i) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;

(ii) the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work site(s) must meet the security requirements as indicated in Part 7 - Resulting Contract Clauses;

(iii) the Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites;

For additional information on security requirements, Bidders should refer to the Industrial Security Program (ISP) of Public Works and Government Services Canada (http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html) website.

PART 7 - RESULTING CONTRACT CLAUSES

[Note to Bidders – the word "resulting" will be deleted from title and the following sentence at contract award.]

The following clauses apply to and form part of any contract resulting from the bid solicitation.

7.1 Requirement

(a) ______________________________ (the Contractor) agrees to supply to the Client the goods and services described in the Contract, including the Statement of Work, in accordance with and at the prices set out in, the Contract. This includes:

a) providing professional services, as requested by Canada;

b) granting the optional license to use the Licensed Software described in the Contract;

c) providing the optional Licensed Software's Software Documentation; and

d) providing optional maintenance and support services for the Licensed Software during the Software Support Period.

Client: Under the Contract, the "**Client**" is the Superintendent of Financial Institutions (OSFI).

(b) **Reorganization of Client:** The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client. In connection with any form of reorganization, Canada may designate another department or government body as the Contracting Authority or Technical Authority, as required to reflect the new roles and responsibilities associated with the reorganization.

(c) **Defined Terms:** Words and expressions defined in the General Conditions or Supplemental General Conditions and used in the Contract have the meanings given to them in the General Conditions or Supplemental General Conditions.

(i) any reference to a "**deliverable**" or "**deliverables**" includes the license to use the Licensed Software (the Licensed Software itself is not a deliverable, because the Licensed Software is only being licensed under the Contract, not sold or transferred).

(d) **Location of Services:** Services must be delivered as requested to the locations specified in the Contract, which delivery locations must exclude any area subject to one of the Comprehensive Land Claim Agreements (CLCAs).

7.2 Optional Goods and/or Services

(a) The Contractor grants to Canada the irrevocable option to acquire the goods, services or both described at Annex A of the Contract under the same terms and conditions and at the prices and/or rates stated in the Contract. For greater certainty, with respect to the optional Software and associated Maintenance and Support:

(i) The Contractor grants to Canada the irrevocable option to increase the number of Users using the Licensed Software as Canada sees fit, including related Maintenance and Support under the same terms and conditions and at the same prices stated in Annex B

(ii) The Contractor grants to Canada the irrevocable option to acquire an Entity License including the related Maintenance and Support under the same terms and conditions and at the prices stated in Annex B

(iii) It is a condition of the Contract that the Maintenance and Support Services associated with a license (including an Entity wide License) acquired under the Contract start at the deployment date of the Licensed Software to the User.

(b) The Contracting Authority may exercise these options at any time before the expiry of the Contract by sending a written notice to the Contractor.

7.3 Task Authorization

(a) **As-and-when-requested Task Authorizations**: Work to be provided under the Contract on an "as-and-when-requested basis" will be ordered using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract. The Contractor must not commence Work until a validly issued TA has been issued by Canada and received by the Contractor. The Contractor acknowledges that any Work performed before such issuance and receipt will be done at the Contractor's own risk.

(b) **Assessment of Resources Proposed at TA Stage**: The process for the assessment of the resources and the approval of TA responses is described in detail in Appendix A to Annex A – Tasking Assessment Procedure, and Appendix C to Annex A- Resource Assessment Criteria and Response Table for all other resource categories.

(c) **Form and Content of Task Authorization:**

(i) Using the Collaborative Approach to issuing Task Authorizations as described in Appendix A to Annex A (Tasking Assessment Procedures), the Technical Authority and the Contractor will agree on a description of the Work package using the "Task Authorization Form" specified in Appendix B to Annex A.

(ii) The draft Task Authorization will contain the details of the activities to be performed, a description of the deliverables, and a schedule indicating completion dates for the major activities or submission dates for the deliverables. The draft TA will also include the applicable basis (bases) and methods of payment as specified in the Contract.

(iii) A draft TA must also contain the following information, if applicable:

(A) the task number;

(B) The date by which the Contractor's response must be received (which will appear in the draft TA, but not the issued TA);

(C) the details of any financial coding to be used;

(D) the categories of resources and the number required;

(E) a description of the Work for the task outlining the activities to be performed and identifying any deliverables (such as reports);

(F) the start and completion dates;

(G) milestone dates for deliverables and payments (if applicable);

(H) the number of person-days of effort required;

(I) whether the Work requires on-site activities and the location;

(J) the language profile of the resources required;

(K) the level of security clearance required of resources;

(L) the price payable to the Contractor for performing the task, with an indication of whether it is a Maximum Price TA, Firm Fixed All Inclusive Lot Price TA, a Monthly Payment TA, or TA with Milestone Payment (and, for Maximum Price TA's, the TA must indicate how the final amount payable will be determined; where the TA does not indicate how the final amount payable will be determined, the amount payable is the amount, up to the maximum, that the Contractor demonstrates was actually worked under the Contract, by submitting time sheets filled in at the time of the Work by the individual resources to support the charges); and

(M) any other constraints that might affect the completion of the task.

(d) **Contractor's Task Authorization Quotation**: Once the Technical Authority and the Contractor have agreed upon the statement of Work for the TA, the Contractor must provide the Technical Authority with a TA quotation, within the timelines agreed to with the Technical Authority, including the proposed total price for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract. The Contractor's quotation must be based on the rates set out in the Contract. The Contractor will not be paid for preparing or providing its response or for providing other information required to prepare and validly issue the TA.

(e) **TA Limit and Authorities for Validly Issuing TA's:**

To be validly issued, a TA must include the following signatures:

(i) for any TA with a value, inclusive of revisions, of less than or equal to $200,000.00 (including Applicable Taxes), the TA must be signed by:

(A) the Technical Authority; and

(B) a representative from Procurement and Contracting Services at OSFI; and

(ii) for any TA with a value greater than $200,000.00 (including applicable taxes), a TA must include the following signatures:

(A) the Technical Authority;

(B) a representative from Procurement and Contracting Services at OSFI; and

(C) the Contracting Authority.

Any TA that does not bear the appropriate signatures is not validly issued by Canada. Any Work performed by the Contractor without receiving a validly issued TA is done at the Contractor's own risk. If the Contractor receives a TA that is not appropriately signed, the Contractor must notify the Contracting Authority. By providing written notice to the Contractor, the Contracting Authority may suspend the Client's authority to issue TAs at any time, or reduce the dollar value threshold described in sub-article (A) above. Any suspension or reduction notice is effective upon receipt.

(f) **Periodic Usage Reports**:

(i) The Contractor must compile and maintain records on its provision of services to the federal government under authorized Task Authorizations issued under the Contract. The Contractor must provide this data to Canada in accordance with the reporting requirements detailed below. If some data is not available, the reason must be indicated. If services are not provided during a given period, the Contractor must still provide a "NIL" report. The data must be submitted on a quarterly basis to the Contracting Authority. From time to time, the Contracting Authority may also require an interim report during a reporting period.

(ii) The quarterly periods are defined as follows:

(A) 1st quarter: April 1 to June 30;

(B) 2nd quarter: July 1 to September 30;

(C) 3rd quarter: October 1 to December 31; and

(D) 4th quarter: January 1 to March 31.

The data must be submitted to the Contracting Authority no later than fifteen calendar days after the end of the reporting period.

(iii) Each report must contain the following information for each validly issued TA (as amended):

(A) the Task Authorization number and the Task Authorization Revision number(s), if applicable;

(B) a title or a brief description of the task;

(C) the name, Category of Personnel and level of each resource involved in performing the TA, as applicable;

(D) the total estimated cost specified in the validly issued TA of each task, exclusive of Applicable Taxes;

(E) the total amount, exclusive of Applicable Taxes, expended to date against each authorized task;

(F) the start and completion date for each authorized task; and

(G) the active status of each authorized task as applicable (e.g., indicate whether Work is in progress or if Canada has cancelled or suspended the TA, etc.).

(iv) Each report must also contain the following cumulative information for all the validly issued TAs (as amended):

(A) the amount (exclusive of Applicable Taxes) specified in the contract as Canada's total liability to the contractor for all authorized TAs and

(B) the total amount, exclusive of Applicable Taxes, expended to date against all validly issued tasks.

(g) **Pre-Cleared Resources:**

The Contractor must:

(i) ensure that the specific individuals named in the Contractor's Bid as members of the Contractor Work Team remain available for Work under Task Authorizations to be issued in accordance with this Contract, and must also ensure that these individuals maintain any professional qualifications and security levels associated with the corresponding resource categories of the bid solicitation for which they are available. The resources identified in the Contract must be maintained and available in the quantities specified throughout the Contract Period. There is no limit to the number of resources that the Contractor may submit for consideration and assessment on an ongoing basis; however, the submission of alternatives does not relieve the Contractor from its obligation to provide, for a given task, specific individuals agreed to be provided to Canada in a validly issued TA or elsewhere as required by the terms of this Contract.

(h) **Consolidation of TAs for Administrative Purposes**: The Contract may be amended from time to time to reflect all validly issued TAs to date, to document the Work performed under those TAs for administrative purposes.

7.4 Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (http://sacc.pwgsc.gc.ca/sacc/index-e.jsp) issued by Public Works and Government Services Canada.

(a) **General Conditions:**

2030 (2016-04-04), General Conditions - Higher Complexity - Goods, apply to and form part of the Contract.

(b) **Supplemental General Conditions :**

The following Supplemental General Conditions:

(i) 4002 (2010-08-16), Supplemental General Conditions - Software Development or Modification Services;

(ii) 4003 (2010-08-16), Supplemental General Conditions - Licensed Software

(A) Section 2 (5) is hereby amended: The Contractor must provide the Software in both of the two official languages of Canada, English and French.

(B) Section 9 (3) is hereby amended: The Contractor must deliver Software Documentation in both of the two official languages of Canada, English and French.

(iii) 4004 (2013-04-25), Supplemental General Conditions - Maintenance and Support Services for Licensed Software;

(iv) 4006 (2010-08-16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;

(v) 4008 (2008-12-12), Supplemental General Conditions - Personal Information;

apply to and form part of the Contract.

7.5 Security Requirement

The Security Requirement Check List (SRCL and related clausing), as set out under Annex "**C**" applies.

Security Requirement for Canadian Contractor

<u>Common Professional Services SRCL 19</u>

(i) The Contractor must, at all times during the performance of the Contract, hold a valid Facility Security Clearance at the level of SECRET, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).

(ii) The Contractor personnel requiring access to PROTECTED/CLASSIFIED information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **RELIABLITY STATUS**, **CONFIDENTIAL** or **SECRET** as required, granted or approved by CISD/PWGSC.

(iii) The Contractor MUST NOT remove any PROTECTED/CLASSIFIED information from the identified work site(s), and the Contractor must ensure that its personnel are made aware of and comply with this restriction.

(iv) Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.

(v) The Contractor must comply with the provisions of the:

a) Security Requirements Check List and security guide (if applicable), attached at Annex C;

b) Industrial Security Manual (Latest Edition).

7.6 Contract Period

(a) **Contract Period**: The "**Contract Period**" is the entire period of time during which the Contractor is obliged to perform the Work, which includes:

(i) The "**Initial Contract Period**", which begins on the date the Contract is awarded and ends two years later; and

(ii) The period during which the Contract is extended, if Canada chooses to exercise any options set out in the Contract.

(b) **Option to Extend the Contract:**

(i) The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to eight additional one year periods under the same terms and conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions set out in Annex B, Basis of Payment.

(ii) Canada may exercise this option at any time by sending a written notice to the Contractor before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced, for administrative purposes only, through a formal Contract amendment.

7.7 Authorities

(a) **Contracting Authority**

The Contracting Authority for the Contract is:

Name: Michael Randal
Title: Contracting Authority
Organization: Acquisitions Branch, Special Procurement Initiatives Directorate, Public Service and Procurement Canada (PSPC)
Address: 12C1, Place du Portage, Phase III, 11 Laurier Street
Gatineau, Québec, K1A 0S5

Telephone: (819) 824-5339
E-mail address: michael.randall@tpsgc-pwgsc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

(b) **Technical Authority (To be inserted at Contract award)**

The Technical Authority for the Contract is:

Name: ______________________
Title: ______________________

Organization:______________________
Address: ______________________
Telephone: ______________________
Facsimile: ______________________
E-mail address: ______________________

The Technical Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Technical Authority; however, the Technical Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a Contract amendment issued by the Contracting Authority.

(c) **OSFI Procurement Authority (To be inserted at Contract award)**

Name: _________
Title: _________
Organization: __________
Address: __________

Telephone: ___-___-_____
Facsimile: ___-___-_____
E-mail address: ____________

The OSFI Procurement Authority is the representative of the department or agency for whom the Work is being carried out under the Contract. The OSFI Procurement Authority is responsible for the implementation of tools and processes required for the administration of the Contract. The Contractor may discuss administrative matters identified in the Contract with the OSFI Procurement Authority however the OSFI Procurement Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of Work can only be made through a Contract amendment issued by the Contracting Authority.

(d) **Contractor's Representative(To be inserted at Contract award)**

Name: ______________________
Title: ______________________
Organization:______________________
Address: ______________________
Telephone: ______________________
Facsimile: ______________________
E-mail address: ______________________

7.8 Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a Public Service Superannuation Act (PSSA) pension, the Contractor has agreed that this information will be reported on departmental web sites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.

7.9 Payment

(a) Basis of Payment

(i) In consideration of the Contractor satisfactorily completing all of its obligations under the authorized TA, the Contractor will be paid in accordance with the Basis of Payment, in Annex "B", as specified in the authorized TA.

(ii) **Professional Services provided under a TA with a Maximum Price**: For professional services requested by Canada, in accordance with a validly issued TA, Canada will pay the Contractor, in arrears, up to the Maximum Price, for actual time worked and any resulting deliverables in accordance with the Firm, Fixed All-inclusive per diem rates set out in Annex B of this Contract, Basis of Payment, GST/HST extra. Partial days will be prorated based on actual hours worked based on a 7.5-hour workday.

(iii) **Professional Services provided under a TA with a Firm, Fixed All-inclusive Lot Price**: For professional services requested by Canada, in accordance with a validly issued TA, Canada will pay the Contractor the Firm, Fixed All-inclusive Lot price set out in the TA, upon delivery and acceptance of all deliverables set out in the associated TA, and upon receipt of an associated cost breakdown of the Firm, Fixed All-inclusive Lot price based on the Firm, Fixed All-inclusive per diem rates or set out in Annex B of this Contract, GST/HST extra.

(iv) OPTIONS:

(A) **Optional Licensed Software (Enterprise Planning Software, Rich Text Control Software or Spelling/Grammar Checking Software**): For the license(s) to use the Licensed Software (including delivery and the Software Documentation*),* in accordance with this Contract, Canada will pay the Contractor the applicable Firm, Fixed All-inclusive price(s) set out in Annex B of this Contract, FOB destination, including all customs duties, GST/HST extra. The Firm, Fixed All-inclusive prices include the warranty during the Software Warranty Period.

(B) **Maintenance and Support for Licensed Software (Enterprise Planning Software, Rich Text Control Software or Spelling/Grammar Checking Software**)

(AA) For maintenance and support services throughout the initial Software Support Period, in accordance with the Contract, Canada will calculate and pay the Contractor, in advance, the annual initial Software Support Period fee using the applicable per User License Software Support Services Percentage Rate or Entity Software Support Services Percentage Rate indicated in the table set out in 4.0 of Annex B, including all customs duties, applicable Taxes extra.

(BB) For an initial Software Support Period that does not align with the Initial Contract Period or Contract Option Period, as applicable, if less than 12 months remain in the Initial Contract Period or Option Period the Contract will be amended to reduce the Software Support Period so that the Initial Software Support Period will end on the same day as the Initial Contract Period or Contract Option Period. Canada will pay the calculated price for maintenance and support for the applicable number of licenses divided by 12, then multiplied by the number of months or partial months from the start date to the end date of the amended initial Software Support Period (to reflect the fact that maintenance and support services will only be provided for those licenses for a partial year).

(CC) For an initial Software Support Period that does not align with the Initial Contract Period, if more than 12 months remain in the Initial Contract Period the Contract will be amended so that the Initial Software Support Period will end on the same day as the Initial Contract Period and payment will be made in two installments: one advance payment for services delivered from the start date of the initial Software Support Period to the forthcoming March 31 20XX; and a second advance payment for the period April 1, 20XX to the expiry date of the amended initial Software Support Period. Payments will not be made in advance for more than 12 months of service. For each of the two payment periods, Canada will pay the calculated price for maintenance and support for the applicable number of licenses divided by 12, then multiplied by the number of months or partial months from the start date to the end date of the applicable payment period.

(DD) If additional licenses to use the Licensed Software are purchased during the Software Support Period, Canada will pay the applicable price for maintenance and support of that number of licenses divided by 12, then multiplied by the number of months or partial months remaining in the Software Support Period (to reflect the fact that maintenance and support services will only be provided for those licenses for a partial year).

(C) **Optional Additional Software Licenses (Enterprise Planning Software, Rich Text Control Software or Spelling/Grammar Checking Software**): For additional licenses for additional Client Users to use the Licensed Software, if Canada exercises its option, Canada will pay the Contractor the applicable Firm, Fixed All-inclusive price per User set out in Annex B of this Contract FOB destination, including all customs duties, GST/HST extra.

(D) Optional Software Maintenance and Support (Optional Enterprise Planning Software, Rich Text Control Software or Spelling/Grammar Checking Software): If Canada exercises its option to extend the Software Support Period, Canada will pay in advance, in accordance with 5.0 of Annex B, the escalated annual optional Software Support Period Firm Fixed All-Inclusive per User License Maintenance and Support price or Entity License Maintenance and Support price, FOB destination, including all customs duties, GST/HST extra.

(v) **Competitive Award:** The Contractor acknowledges that the Contract has been awarded as a result of a competitive process. No additional charges will be allowed to compensate for errors, oversights, misconceptions or underestimates made by the Contractor when bidding for the Contract.

(vi) **Professional Services Rates:** In Canada's experience, bidders from time to time propose rates at the time of bidding for one or more categories of resources that they later refuse to honour, on the basis that these rates do not allow them to recover their own costs and/or make a profit. This denies Canada of the benefit of the awarded Contract. If the Contractor refuses, or is unable, to provide an individual with the qualifications described in the Contract within the time described in the Contract (or proposes instead to provide someone from an alternate category at a different rate), whether or not Canada terminates the Contract as a whole, Canada may impose sanctions or take other measures in accordance with the PWGSC Vendor Performance Policy (or equivalent) then in effect, which may include prohibiting the Contractor from bidding on future requirements that include any professional services, or rejecting the Contractor's other bids for professional services requirements on the basis that the Contractor's performance on this or other contracts is sufficiently poor to jeopardize the successful completion of other requirements.

(vii) **Purpose of Estimates**: All estimated costs contained in the Contract are included solely for the administrative purposes of Canada and do not represent a commitment on the part of Canada to purchase goods or services in these amounts. Any commitment to purchase specific amounts or values of goods or services is described elsewhere in the Contract.

(b) Limitation of Expenditure

Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work unless they have been approved, in writing, by the Contracting Authority before their incorporation into the Work.

(c) Method of Payment

(i) **Method of Payment for Task Authorizations with a Maximum Price**: For each TA validly issued under the Contract that contains a maximum price:

(A) Canada will pay the Contractor no more frequently than once a month in accordance with the Basis of Payment. When providing professional services resources, the Contractor must submit time sheets for each resource showing the days and hours worked to support the charges claimed in the invoice.

(B) Once Canada has paid the maximum TA price, Canada will not be required to make any further payment, but the Contractor must complete all the Work described in the issued TA, all of which is required to be performed for the maximum TA price. If the Work described in the TA is completed in less time than anticipated, and the actual time worked (as supported by the time sheets) at the rates set out in the Contract is less than the maximum TA price, Canada is only required to pay for the time spent performing the work related to that TA.

(ii) **Method of Payment for Task Authorization with a Firm, Fixed All-inclusive Lot Price (Lump Sum Payment)**

Canada will pay the Contractor upon completion and delivery of all of the Work under an associated validly issued TA in accordance with the payment provisions of the TA and the Contract if:

(A) an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;

(B) all such documents have been verified by Canada; and

(C) the Work delivered has been accepted by Canada.

(iii) Method of Payment for Task Authorization with a Monthly Payment

For each TA validly issued under the Contract that contains Monthly Payment(s), Canada will pay the Contractor on a monthly basis, in arrears, for Work performed during the month covered by the invoice in accordance with the payment provisions of the associated TA and Contract if:

(A) an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;

(B) all such documents have been verified by Canada;

(C) the Work performed has been accepted by Canada.

(iv) Method of Payment for Task Authorization with Milestone Payments

For each TA validly issued under the Contract that contains Milestone Payments, Canada will make milestone payments, in arrears, in accordance with the Schedule of Milestones detailed in the associated TA and the payment provisions of the Contract if:

(A) an accurate and complete claim for payment using PWGSC-TPSGC 1111 (http://www.tpsgc-pwgsc.gc.ca/app-acq/forms/1111-eng.html), Claim for Progress Payment, and any other document required under the TA and Contract have been submitted in accordance with the invoicing instructions provided in the TA and Contract;

(B) all the certificates appearing on form PWGSC-TPSGC 1111 have been signed by the respective authorized representatives;

(C) all Work associated with the milestone and as applicable any deliverable required have been completed and accepted by Canada.

(v) Method of Payment – Optional Licensed Software

Canada will pay the Contractor the price for the Licensed Software for the initial quantity, in arrears, in accordance with the payment provisions of this Contract, upon:

(A) delivery and acceptance of the software products by Canada;

(B) receipt of an accurate and complete invoice and any other documents required by the Contract; and

(C) all such documents have been verified by Canada.

(vi) **Method of Payment – Advance Payment Optional Software Maintenance and Support**

(A) Canada will pay in advance for Software Maintenance and Support Services for each optional Maintenance and Support period exercised under the Contract, if:

(AA) an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract; and

(AB) all such documents have been verified by Canada.

(B) Payment in advance does not prevent Canada from exercising any or all potential remedies in relation to this payment or any of the Work, if the Work performed later proves to be unacceptable.

(d) No Responsibility to Pay for Work not performed due to Closure of Government Offices

Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the evacuation or closure of government offices, and as a result no work is performed,

Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation or closure.
If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises.

7.10 Invoicing Instructions

(a) The Contractor must submit invoices in accordance with the information required in the General Conditions.

(b) The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision and must show all TA numbers as applicable.

(c) By submitting invoices (other than for any items subject to an advance payment), the Contractor is certifying that the goods and services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for Work performed by subcontractors.

(d) The Contractor must provide the original of each invoice to the Technical Authority, and a copy to the Contracting Authority.

7.11 Certifications

The continuous compliance with the certifications provided by the Contractor in its bid and the ongoing cooperation in providing additional information are conditions of the Contract. Certifications are subject to verification by Canada during the entire period of the Contract. If the Contractor does not comply with any certification, or fails to provide the additional information, or if it is determined that any certification made by the Contractor in its bid is untrue, whether made knowingly or unknowingly, Canada has the right, pursuant to the default provision of the Contract, to terminate the Contract for default.

7.12 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in the province of Ontario or as indicated in the Bidder's Supply Arrangement.

7.13 Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the following list, the wording of the document that first appears on the list has priority over the wording of any document that appears later on the list:

(a) these Articles of Agreement, including any individual SACC clauses incorporated by reference in these Articles of Agreement;

(b) Supplemental general conditions, in the following order:

The following Supplemental General Conditions:

(i) 4002 (2010-08-16), Supplemental General Conditions - Software Development or Modification Services;

(ii) 4003 (2010—08-16), Supplemental General Conditions - Licensed Software

(iii) 4004 (2013-04-25), Supplemental General Conditions - Maintenance and Support Services for Licensed Software;

(iv) 4006 (2010-08-16), Supplemental General Conditions - Contractor to Own Intellectual Property Rights in Foreground Information;

(v) 4008 (2008-12-12), Supplemental General Conditions - Personal Information;

(c) General Conditions 2030 (2016-04-04);

(d) Annex A, Statement of Work;

(e) Annex B, Basis of Payment;

(f) Annex C, Security Requirements Check List;

(g) Annex D, Non-Disclosure Agreement;

(h) Supply Arrangement EN537-05IT01/*XXX*/EI

(i) the Contractor's bid dated ______ (*insert date of bid*), as amended _______ (*insert date(s) of amendment(s) if applicable)*, not including any software publisher license terms and conditions that may be included in the bid, not including any provisions in the bid with respect to limitations on liability, and not including any terms and conditions incorporated by reference (including by way of a web link) in the bid.

7.14 Foreign Nationals (Canadian Contractor)

The Contractor must comply with Canadian immigration requirements applicable to foreign nationals entering Canada to work temporarily in fulfillment of the Contract. If the Contractor wishes to hire a foreign national to work in Canada to fulfill the Contract, the Contractor should immediately contact the nearest Service Canada regional office to enquire about Citizenship and Immigration Canada's requirements to issue a temporary work permit to a foreign national. The Contractor is responsible for all costs incurred as a result of non-compliance with immigration requirements.

7.15 Foreign Nationals (Foreign Contractor)

The Contractor must comply with Canadian immigration legislation applicable to foreign nationals entering Canada to work temporarily in fulfillment of the Contract. If the Contractor wishes to hire a foreign national to work in Canada to fulfill the Contract, the Contractor should immediately contact the nearest Canadian Embassy, Consulate or High Commission in the Contractor's country to obtain instructions, information on Citizenship and Immigration Canada's requirements and any required documents. The Contractor is responsible to ensure that foreign nationals have the required information, documents and authorizations before performing any work under the Contract in Canada. The Contractor is responsible for all costs incurred as a result of non-compliance with immigration requirements.

7.16 Insurance Requirements

The Contractor is responsible for deciding if insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any insurance acquired or maintained by the Contractor is at its own expense and for its own benefit and protection. It does not release the Contractor from or reduce its liability under the Contract.

7.17 Limitation of Liability - Information Management/Information Technology

(a) This section applies despite any other provision of the Contract and replaces the section of the general conditions entitled "Liability". Any reference in this section to damages caused by the Contractor also includes damages caused by its employees, as well as its subcontractors, agents, and representatives, and any of their employees. This section applies regardless of whether the claim is based in contract, tort, or another cause of action. The Contractor is not liable to Canada with respect to the performance of or failure to perform the Contract, except as described in this section and in any section of the Contract pre-establishing any liquidated damages. The Contractor is only liable for indirect, special or consequential damages to the extent described in this Article, even if it has been made aware of the potential for those damages.

(b) **First Party Liability:**

(i) The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the Contract that relate to:

(A) any infringement of intellectual property rights to the extent the Contractor breaches the section of the General Conditions entitled "Intellectual Property Infringement and Royalties";

(B) physical injury, including death.

(ii) The Contractor is liable for all direct damages caused by the Contractor's performance or failure to perform the Contract affecting real or tangible personal property owned, possessed, or occupied by Canada.

(iii) Each of the Parties is liable for all direct damages resulting from its breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special or consequential damages in respect of its unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.

(iv) The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (i)(A) above.

(v) The Contractor is also liable for any other direct damages to Canada caused by the Contractor's performance or failure to perform the Contract that relate to:

(A) any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including any applicable taxes) for the goods and services affected by the breach of warranty; and

(B) any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the Contract is terminated by Canada either in whole or in part for default, up to an aggregate maximum for this subparagraph (B) of the greater of 0.75 times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the cell titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or $1,000,000.00.

In any case, the total liability of the Contractor under subparagraph (v) will not exceed the total estimated cost (as defined above) for the Contract or $1,000,000.00, whichever is more.

(vi) If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore Canada's records and data using the most recent back-up kept by Canada. Canada is responsible for maintaining an adequate back-up of its records and data.

(c) **Third Party Claims:**

(i) Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.

(ii) If Canada is required, as a result of joint and several liability or joint and solidarily liable, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite Sub-article (i), with respect to special, indirect, and consequential damages of third parties covered by this Section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.

(iii) The Parties are only liable to one another for damages to third parties to the extent described in this Sub-article (c).

7.18 Joint Venture Contractor

(a) The Contractor confirms that the name of the joint venture is _____________ and that it is comprised of the following members: ***[list all the joint venture members named in the Contractor's original bid]***

(b) With respect to the relationship among the members of the joint venture Contractor, each member agrees, represents and warrants (as applicable) that:

(i) _______________ has been appointed as the "representative member" of the joint venture Contractor and has fully authority to act as agent for each member regarding all matters relating to the Contract;

(ii) by giving notice to the representative member, Canada will be considered to have given notice to all the members of the joint venture Contractor; and

(iii) all payments made by Canada to the representative member will act as a release by all the members.

(c) All the members agree that Canada may terminate the Contract in its discretion if there is a dispute among the members that, in Canada's opinion, affects the performance of the Work in any way.

(d) All the members are jointly and severally or solidarily liable for the performance of the entire Contract.

(e) The Contractor acknowledges that any change in the membership of the joint venture (i.e., a change in the number of members or the substitution of another legal entity for an existing member) constitutes an assignment and is subject to the assignment provisions of the General Conditions.

(f) The Contractor acknowledges that all security and controlled goods requirements in the Contract, if any, apply to each member of the joint venture Contractor.

7.19 Licensed Software (Enterprise Planning software, Rich Text Control Software and Spelling/Grammar Checking software)

(a) With respect to the provisions of Supplemental General Conditions 4003:

Licensed Software	The Licensed Software, which is defined in 4003, includes all the products offered by the Contractor in its

	bid, and any other software code required for those products to function in accordance with the Software Documentation and the Specifications, including without limitation all of the following products: ____________________________ *[Note to Bidders - this information will be completed at Contract award for each of the three proposed software tools using information in the Contractor's bid]*
Type of License being Granted	User License or Entity License, each of which is contemplated by 4003. Users under either the User Licence or Entity Licence will include, but not be limited to, authorized users at all third party financial institutions regulated by OSFI.
Number of Users Licensed	_____________ Enterprise Planning software _____________ Rich Text Control Software _____________ Spelling/Grammar Checking software *[Original number of Users licensed to be inserted at Contract award]*
Option to Purchase Licenses for Additional Users	The Contractor grants to Canada the irrevocable option to purchase licenses for additional Users at the price set out in Annex B on the same terms and conditions as the initial User licenses granted under the Contract. This option may be exercised at any time during the Contract Period, as many times as Canada chooses. This option may only be exercised by the Contracting Authority by notice in writing and will be evidenced, for administrative purposes only, by a Contract amendment.
Entity Licensed	The Entity Licensed is the Client.
Language of Licensed Software and Software Documentation	The Licensed Software and associated Software Documentation must be delivered in both French and English.
Media on which Licensed Software must be Delivered	CD-ROM or Internet Download, as determined by Canada

(b) **On-going Maintenance of Software Code**: The Contractor must continue to maintain the version of the Licensed Software (i.e., the version or "build" originally licensed under the Contract) as a commercial product (i.e., the Contractor or the software publisher must be continuing to develop new code in respect of the Licensed Software to maintain its functionality, enhance it, and deal with Software Errors) for at least 2 years from the date the Contract is awarded. After that time, if the Contractor or the software publisher decides to discontinue or no longer maintain the then-current version or "build" of the Licensed Software and, instead, decides to provide upgrades to the Licensed Software as part of the Software Support, the Contractor must provide written notice to Canada at least 12 months in advance of the discontinuation.

7.20 Licensed Software Maintenance and Support (Enterprise Planning software Tool, Rich Text Control Software tool and Spelling/Grammar Checking software tool)

(a) With respect to the provisions of Supplemental General Conditions 4004:

initial Software Support Period	From date of Software deployment for a period of 24 consecutive months (2 year).
Software Support Period when Additional Licenses added during Contract Period	For any additional licenses purchased in accordance with the Contract, the Software Support Period currently underway will apply to the additional licenses purchased, so that the Software Support Period ends on the same date for all licences supported under the Contract.
Option to Extend Software Support Period	The Contractor grants to Canada the irrevocable option(s) to extend the Software Support Period by eight additional 12-month periods, exercisable at any time during the Contract Period. The Contractor agrees that, during the entire Software Support Period, the prices will be those set out in Annex B. The option(s) may only be exercised by the Contracting Authority by notice in writing and will be evidenced, for administrative purposes only, by a Contract amendment.
Contact Information for Accessing the Contractor's Support Services	In accordance with Section 5 of 4004, the Contractor will make its Support Services available through the following: Toll-free Telephone Access: _______________________ Toll-free Fax Access: _____________________________ Email Access: ____________________________________ The Contractor must respond to all telephone or email communications (with a live service agent) within 60 minutes of the initial time of the Client or User's initial communication. [***Note to Bidders***: *This information will be completed at the time of Contract award with information supplied by the Contractor. Bidders are requested to provide this information in their bids.*]
Website	In accordance with Section 5 of 4004, the Contractor must make Support Services available over the Internet. To do so, the Contractor must include, as a minimum, frequently asked questions and on-line software diagnostic routines and support tools. Despite the Hours for Providing Support Services, the Contractor's website must be available to Canada's users 24 hours a day, 365 days a year, and must be available 99% of the time. The Contractor's website address for web support is ___________________. *[Note to Bidders: The website address will be completed at the time of Contract award with information supplied by the Contractor. Bidders are requested to provide this information in their bids.]*

7.21 Professional Services – General

(a) The Contractor must provide professional services on request as specified in this Contract.

All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, language proficiency and security clearance) and must be competent to provide the required services by any delivery dates described in the Contract.

(b) If the Contractor fails to deliver any deliverable (excluding delivery of an individual) or complete any task described in the Contract on time, in addition to any other rights or remedies available to Canada under the Contract or the law, Canada may notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Technical Authority within ten working days detailing the actions that the Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.

(c) In General Conditions 2035, Section 08 titled "Replacement of Specific Individuals" is deleted and the following applies instead:

Replacement of Specific Individuals

(i) If the Contractor is unable to provide the services of any specific individual identified in the Contract to perform the services, the Contractor must within five working days of the individual's departure or failure to commence Work (or, if Canada has requested the replacement, within ten working days of Canada's notice of the requirement for a replacement) provide to the Contracting Authority:

(A) the name, qualifications and experience of a proposed replacement immediately available for Work; and

(B) security information on the proposed replacement as specified by Canada, if applicable.

The replacement must have qualifications and experience that meet or exceed the score obtained for the original resource.

(ii) Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the Contract to provide the services has not been provided or is not performing, the Contracting Authority may elect to:

(A) exercise Canada's rights or remedies under the Contract or at law, including terminating the Contract in whole or in part for default under the Section titled "Default of the Contractor", or

(B) assess the information provided under (c) (i) above or, if it has not yet been provided, require the Contractor propose a replacement to be rated by the Technical Authority. The replacement must have qualifications and experience that meet or exceed those obtained for the original resource and be acceptable to Canada. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in (ii) (A) above, or require another replacement in accordance with this subarticle (c).

Where an Excusable Delay applies, Canada may require (c) (ii) (B) above instead of terminating under the Excusable Delay Section. An Excusable Delay does not include resource unavailability due to allocation of the resource to another Contract or project (including those for the Crown) being performed by the Contractor or any of its affiliates.

(iii) The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that an original or replacement resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order that a resource stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.

(iv) The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

7.22 Professional Services for Pre-Existing Software

(a) **Pre-Existing Software**: The "**Pre-Existing Software**" consists of the computer programs listed in article 4.4.2 of Annex B, which are either proprietary to Canada or licensed to Canada by a third party, in respect of which Canada requires certain professional services.

(b) **Software Services**: During the Contract Period, the Contractor must provide the Client with the following "**Services for Pre-Existing Software**" when requested by Canada:

(i) accessing, downloading, storing, installing, loading, processing, configuring and implementing any additional software code related to the Pre-Existing Software (such as new releases, versions, patches, and bug fixes), as soon as it becomes available;

(ii) keeping track of the software publisher's software releases for the purpose of configuration control; and

(c) **Access:** Canada will provide to the Contractor any information regarding any passwords, authorization codes or similar information that might be necessary to perform the Software Services, provided that in doing so Canada is not in default of any obligations regarding the use of the Pre-Existing Software. The Contractor agrees that it is a term of the Contract that it will not disclose or distribute any part of the Pre-Existing Software to any other person or entity or otherwise violate the proprietary rights of the owner of the Pre-Existing Software.

7.23 Resources with Additional or Different Skills

To the extent that the performance of the Work in accordance with this Contract requires professional services from individuals with different or additional skills from those described in the Statement of Work, the Contractor shall provide individuals capable of performing such Work at prices to be agreed upon by the parties. Such prices shall be subject to the conditions of Article 7.22 “Price Certification for Additional Work”. No such services shall be provided unless a contract amendment has been issued.

7.24 Price Certification for Additional Work

(a) Per-diem rates may be required for categories of professional service resources that have not been defined in the context of this Contract. In such cases, rates quoted will be based on substantiated per-diem rates charged (i.e. within two years prior to the issuance of the TA request) in contracted engagements with the public sector (i.e. through rate verification based on actual recent contracts with public sector clients), and where such quoted rates are consistent with the most favored customer clause below.

(b) The Contractor certifies that the rates quoted will not be in excess of the lowest rate charged anyone else, including the Contractor's most favored customer, for like quality and quantity of the service, does not include an element of profit on the sale in excess of that normally obtained by the Contractor on the sale of services of like quality and quantity and does not include any provision for discounts to selling agents.

7.25 Safeguarding Electronic Media

(a) Before using them on Canada's equipment or sending them to Canada, the Contractor must use a regularly updated product to scan electronically all electronic media used to perform the Work for computer viruses and other coding intended to cause malfunctions. The Contractor must notify Canada if any electronic media used for the Work are found to contain computer viruses or other coding intended to cause malfunctions.

(b) If magnetically recorded information or documentation is damaged or lost while in the Contractor's care or at any time before it is delivered to Canada in accordance with the Contract, including accidental erasure, the Contractor must immediately replace it at its own expense.

7.26 Representations and Warranties

The Contractor made statements regarding its and its proposed resources experience and expertise in its bid that resulted in the award of the Contract. The Contractor represents and warrants that all those statements are true and acknowledges that Canada relied on those statements in awarding the Contract. The Contractor also represents and warrants that it has, and all its resources and subcontractors that perform the Work have, and at all times during the Contract Period they will have, the skills, qualifications, expertise and experience necessary to perform and manage the Work in accordance with the Contract, and that the Contractor (and any resources or subcontractors it uses) has previously performed similar services for other customers.

7.27 Access to Canada's Property and Facilities

Canada's property, facilities, equipment, documentation, and personnel are not automatically available to the Contractor. If the Contractor would like access to any of these, it is responsible for making a request to the Technical Authority. Unless expressly stated in the Contract, Canada has no obligation to provide any of these to the Contractor. If Canada chooses, in its discretion, to make its property, facilities, equipment, documentation or personnel available to the Contractor to perform the Work, Canada may require an adjustment to the Basis of Payment and additional security requirements may apply.

7.28 Government Property

Canada agrees to supply the Contractor with the items listed in article 4.4.2 and article 6.3 of the attached Annex A (the "**Government Property**"). The section of the General Conditions entitled "Government Property" also applies to the use of the Government Property by the Contractor.

7.29 Identification Protocol Responsibilities

(a) The Contractor will be responsible for ensuring that each of its agents, representatives or subcontractors (hereinafter referred to as Contractor Representatives) complies with the following self-identification requirements:

(i) Contractor Representatives who attend a Government of Canada meeting (whether internal or external to Canada's offices) must identify themselves as Contractor Representatives prior to the commencement of the meeting, to ensure that each meeting participant is aware of the fact that the individual is not an employee of the Government of Canada;

(ii) During the performance of any Work at a Government of Canada site, each Contractor Representative must be clearly identified at all times as being a Contractor Representative; and

(iii) If a Contractor Representative requires the use of the Government of Canada's e-mail system in the performance of the Work, then the individual must clearly identify him or herself as an agent or subcontractor of the Contractor in all electronic mail in the signature block as well as under "Properties." This identification protocol must also be used in all other correspondence, communication, and documentation.

(b) If Canada determines that the Contractor is in breach of any obligation stated in this Article, upon written notice from Canada the Contractor must submit a written action plan describing corrective measures it will implement to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority, and twenty working days to rectify the underlying problem.

(c) In addition to any other rights Canada may have, Canada may terminate the Contract for default if the corrective measures required of the Contractor described above are not met.

ANNEX "A" - STATEMENT OF WORK

Professional Services

for

Office of the Superintendent of Financial Institutions (OSFI)

Supervision Technology Tools Renewal (STTR) Project

Statement of Work (SOW)

SBIPS: Systems Integration Domain

SOW Draft v17.1 for RFI Publication

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1. INTRODUCTION

1.1 Requirement

The Office of the Superintendent of Financial Institutions (OSFI) has undertaken the Supervision Technology Tools Renewal (STTR) Project to "*Enhance and support the capabilities of our people to focus on work that matters*". The STTR Project aims to meet this vision by adopting flexible and responsive supervisory processes and enabling technology, to help supervisors identify and assess key risks early, escalate the intensity of supervision quickly, and intervene promptly and assertively.

OSFI requires a Contractor to provide the System Integration technical expertise, professional services resources and, at Canada's sole option, third-party software necessary to support the STTR Project in the delivery of its new STTR System and (optionally) to support the roll-out of an Enterprise Planning tool across OSFI.

The technology platform for the STTR System will be based on the Commercial Off-The-Shelf (COTS) Customer Relationship Management (CRM) software, Microsoft Dynamics CRM (Dynamics CRM), integrated with Microsoft SharePoint (SharePoint) and a third-party Enterprise Planning tool. The combined business and technology solution to be delivered by the STTR Project will streamline the supervision risk assessment processes and enable OSFI supervisors to identify and assess key risks early, escalate the intensity of supervision quickly, and intervene promptly and assertively.

The STTR Project is comprised of four Work Streams including System Development, Data Migration, Organizational Change Management and Business Transformation as more fully detailed in section 3.2 below. The work associated with each Work Stream will be delivered collaboratively between OSFI and the Contractor, with responsibilities as described in section 3.4, and can be categorized as follows:

- Project Management
- Organizational Change Management (OCM)
- Infrastructure Work
- Common Component Work
- Application Construction Work
- Data Migration Work
- Provision of third-party software

The Contractor's Work requirements are described in sections 5 - 16 of this SOW.

2. BACKGROUND

2.1 Office of the Superintendent of Financial Institutions (OSFI)

OSFI is an independent agency of the Government of Canada, established in 1987 to contribute to the safety and soundness of the Canadian financial system. OSFI supervises and regulates federally registered banks and insurers, trust and loan companies, as well as private pension plans subject to federal oversight. OSFI does not manage the daily operations of financial institutions or private pension plans but OSFI plays an important oversight role in ensuring that the risk management processes of the institution are prudent.

OSFI's responsibilities include:

- **Risk assessment and intervention** - OSFI supervises and regulates financial institutions – including banks, trust companies and insurance companies – to determine whether they are in sound financial condition and are complying with their governing statute law and supervisory requirements. OSFI promptly advises the management and board of directors of a financial institution if there are any concerns, and works with management and boards as they implement corrective measures.

- **Regulation and guidance** - OSFI promotes the adoption by financial institutions of policies and procedures designed to control and manage risk. In doing so, OSFI balances the goals of safety and soundness with the need for institutions to operate within a competitive marketplace.
- **Approvals and precedents** - OSFI provides regulatory approvals for certain types of financial institution transactions, as specified by legislation. In situations requiring the approval of the Minister of Finance, OSFI provides the Minister with reasoned and prudent advice based on relevant legislation and regulation.
- **Private Pension Plan Supervision** - OSFI supervises private pension plans covering employees who work in federally regulated areas of employment to determine whether the plans meet minimum funding requirements and are complying with legislative and supervisory requirements. OSFI promptly advises the administrator of a pension plan when problems are identified, and works with the administrator to ensure the necessary corrective measures are taken as rapidly as possible.

Addition information about OSFI can be found at www.osfi-bsif.gc.ca .

2.2 Supervision Technology & Tools Renewal Project

In the fall of 2013, OSFI's Supervision Sector launched a project to review core OSFI supervisory business processes. This was initiated in response to a series of concerns raised within OSFI related to the inefficiency of existing supervisory processes and tools to support OSFI supervisors in their core work. A Strategic Vision for the STTR Project was developed articulating the need to *"Enhance and support the capabilities of our people to focus on work that matters*".

The OSFI Supervisory groups have been subject to significant change since the 2008 financial crisis. These changes have arisen mostly from additional demands for increased supervisory intensity and effectiveness (i.e., with respect to the quality, timeliness, and documentation of risk assessments) in response to the evolving external risk environment. The consequence of this has been that resources and effort have been devoted to short-term needs, often at the cost of longer-term, strategic needs for supervision, resulting in less time for supervisors to develop their judgments related to risk assessment (the key output for supervision). While material investments have been made by OSFI to expand the staffing within its supervisory teams, there remained a need to revisit business processes and supporting technology to execute the supervisory mandate in a more efficient fashion.

The focus of the STTR Project to date has been in conducting a detailed supervision business process review (BPR), identifying the challenges and gaps, and agreeing to a set of high level business requirements. Many opportunities were identified during the BPR where supervision will benefit from technology enhancements. For example, case management, knowledge management, documentation management, information management, content management, information sharing, quality review, management issues tracking, financial institution relationship management, and social and collaboration, to name a few, are all good candidates for technology enablers. This reflects the reality that most current state business process are supported by manual sub-processes which are inefficient, mismatched with existing IT applications, and generating organizational challenges and frustration for front line supervisors and management.

OSFI conducted an options analysis which concluded that CRM technology provides the best overall fit with OSFI's business requirements, as well as the requirements for integration with OSFI's existing technology investments, and Dynamics CRM was recommended as the core technology platform for the STTR System.

In the summer of 2016 OSFI undertook an Industry Research Initiative (IRI) to notify Industry (including System Integrators, Industry Researchers and other Government of Canada Departments and Agencies) of OSFI's intentions with respect to the STTR Project and resulting STTR System, and encourage dialogue with the various participants in order to solicit feedback regarding their experience with similar technology initiatives and obtain:

- suggestions regarding the implementation approach that could be used based on OSFI's high level Supervision business requirements and the targeted STTR System platform, Dynamics CRM;

- a rough order of magnitude (ROM) estimate on SI implementation costs to carry out the work to assist OSFI in securing necessary funding; and
- suggestions regarding third-party tools or integration technology that could enrich the solution architecture, and enable and streamline the implementation effort.

Feedback received through the IRI process provided input to the STTR Project Business Case; validated the viability of Dynamics CRM as a case management solution; and confirmed the estimated duration. Details of the IRI process can be found at www.buyandsell.gc.ca (see OSFI-STTR-2016).

The STTR Project received OSFI Business Council approval to proceed in November 2016.

2.3 STTR Project Team Roles and Responsibilities

The STTR Project will be delivered through an integrated team comprised of the OSFI Project Team and the Contractor with responsibilities shared as outlined in section 3.4.1 below. OSFI has identified an OSFI STTR Project Manager (STTR PM), and a team of dedicated resources, with responsibility for the overall STTR Project and successful delivery of the STTR System. In support of the STTR Project, the STTR PM is responsible for developing and maintaining an integrated project plan and schedule including the work delivered by the Contractor and the OSFI Project Team.

At a high level OSFI is responsible for:

a) Overall STTR Project sponsorship, STTR Project management and STTR Project delivery;

b) Definition of the high level requirements for the STTR System;

c) Preparation and submission of STTR Project approval and governance documentation including; but not limited to Business Case submissions, Project Management Plans and the Project Charter;

d) Review of Contractor deliverables and the provision of feedback, approvals and acceptance in accordance with the Contract;

e) Provision of information and advice to the Contractor concerning functional and non-functional requirements including coordinating, on behalf of the Contractor, access to subject matter experts concerning functional and non-functional requirements;

f) Integration and User Acceptance Testing;

g) Leadership of the Organizational Change Management Strategy and deliverables;

h) Data Migration readiness; and

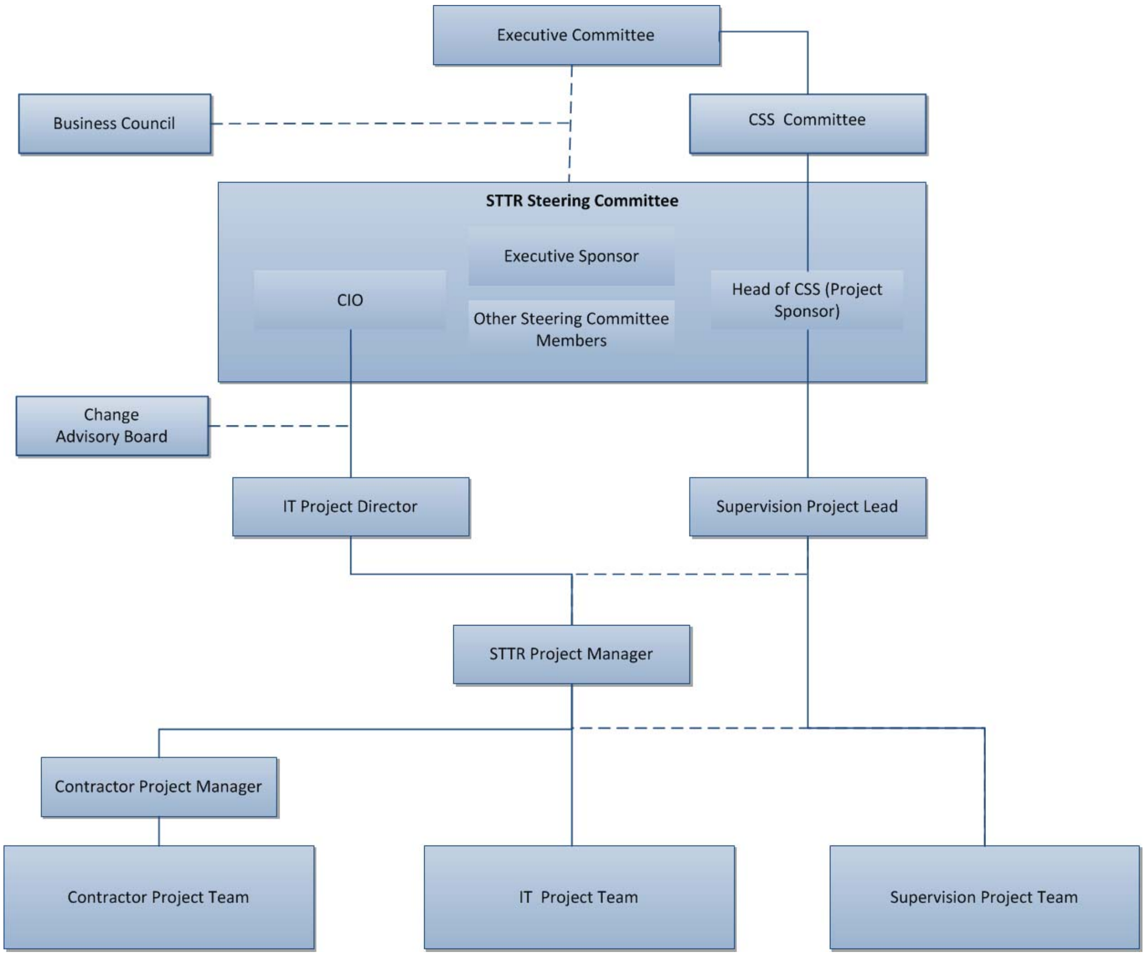
i) Changes to OSFI legacy line of business applications and common components for integration with the STTR System.

2.4 Location of OSFI STTR Project Team Resources

The STTR PM and the Supervision business clients are primarily located in Toronto (121 King Street West). OSFI's IT resources that will be responsible for supporting the infrastructure on which the STTR System will reside, as well as providing the IT resources responsible for the integration aspects of the solution, are located in OSFI's Ottawa office (255 Albert Street).

2.5 OSFI STTR Project Team and Governance Structure

OSFI has established an STTR Project Team and governance structure for the STTR Project as follows:



A brief overview of the above roles follows.

- **Executive Committee:** Sets OSFI wide priorities and approves the overall STTR Project and associated budget.

- **Business Council:** Allocates overall IM/IT budgets to portfolio of projects (including but not limited to the STTR Project) balancing OSFI's need between run vs. grow. Ensures approved projects achieve the intended outcomes. Approves the project's business case and revalidates this business case throughout the project lifecycle. Actions budget requests from each applicable Project Steering Committee in accordance with approved mandate.

- **CSS Committee:** Provides oversight of the Common Supervisory Services (CSS) and provides sector level representation and oversight of the STTR Project from Supervision Sectors.

- **Executive Sponsor:** Provides leadership throughout the STTR Project and champions STTR Project objectives. The Sponsor plays a critical role in making decisions of a significant nature and approving all significant milestones and deliverables.

- **Project Sponsor (Head of CSS):** Organizational champion for the project within OSFI Supervision sectors and groups. Provides directional support and decision-making and resolves project issues escalated from the Supervision Project Lead or STTR Project Manager.

- **STTR Steering Committee:** This group will be responsible for:
  - Ensuring that the STTR Project stays on track from a financial, scope, risk, and quality standpoint
  - Timely resolution of STTR Project issues so that STTR Project deliverables, costs, etc. are not impacted
  - Adjudicating major STTR Project Changes Requests
  - Requesting additional funds from Business Council or returning surplus funds from the STTR Project
  - Approving the overall design and structure of the STTR System from a business perspective
  - Championing the STTR Project within respective divisions and supporting resource requirements for successful STTR Project delivery

- **Change Advisory Board (CAB**): Provides authority and change management for all changes delegated from the Chief Information Officer relating to OSFI's infrastructure, information and applications. CAB ensures all IM/IT investments follow correct paths of governance by screening, classifying and directing change requests and by making sure that necessary communications within IM/IT and to clients are carried out in a timely and appropriate manner through established processes. During Planning and Architectural Design, OSFI's Architectural Review Board (ARB) provides architectural oversight with recommendation for approval passed to CAB. (Note: A pre-requite for CAB includes Architecture Review Board approval.)

- **Supervision Project Lead:** Accountable to the Project Sponsor, plays a decision-making role regarding business issues for the STTR Project. Reviews STTR Project deliverables and recommends approval up to the Project Sponsor. Provides leadership relating to business requirements and organisational change management strategies, plans and activities.

- **IT Project Director:** Accountable to the Chief Information Officer, provides IT STTR Project oversight to the STTR PM and IT Project team on all STTR Project related activities.

- **STTR Project Manager (STTR PM):** Reporting to the OSFI IT Project Director, is responsible for the overall STTR Project, including
  - providing oversight to the various STTR Project teams
  - defining the STTR Project delivery strategy, methodology and approach
  - defining the project management approach and managing the STTR Project in accordance with OSFI's project management framework
  - defining, coordinating, monitoring and controlling STTR Project activities through milestones and dependency management
  - overall STTR Project status reporting
  - managing STTR Project budget and resources

- **IT Project Team:** Under the direction of the STTR PM, responsible to deliver all assigned technical activities for the STTR Project.

- **Supervision Project Team:** Under the direction of the Supervision Project Lead with functional reporting up to the STTR PM, responsible to deliver all assigned business related activities for the STTR Project.

- **Contractor Project Manager (Contractor PM):** Responsible to lead all activities of the Contractor Project Team and for liaison and coordination with the STTR PM, IT Project Team and Supervision Project Team relating to designated STTR Project activities.

- **Contractor Project Team:** Under the direction of the Contractor PM, responsible to deliver all assigned Work relating to the architecture, design, development, test, and deployment of the new STTR System.

Note: The Contractor is not required to attend the above OSFI committee meetings; however the Contractor will be required to provide regular status updates as described in SOW section 6.

3. STTR PROJECT OVERVIEW

3.1 STTR Business Requirements

The key objectives of the STTR Project are to improve the efficiency of OSFI supervisory processes in meeting its' mandate of assessing the safety and soundness of federally regulated financial institutions and developing sound risk assessments. More specifically, the STTR Project and implementation of the resulting STTR System is expected to:

- Eliminate unnecessary duplication and manual activities in existing supervision processes;
- Improve the quality and consistency of supervisory documentation;
- Improve planning and seek efficiencies in time management; and
- Enhance management reporting related to planning and managing resources.

OSFI has identified ten categories of Functional Requirements for the new STTR System as follows:

Ref. Number	Functional Category	Description
1	Case Management	The management of discrete stages of Supervisory activities (Reviews, Monitoring, Stress Testing, Interventions and Approvals) and the Federally Regulated Financial Institution (FRFI) issues identified through these activities.
2	FRFI Information Management	The management of FRFI specific information that is received from the FRFI and other external sources and is used in carrying out supervisory work.
3	FRFI 360	Real time access to information of all OSFI interactions and communications with each FRFI such as all supervisory activities, information received, requests made, or deliverables produced or exchanged with each FRFI.
4	Risk Profile Management	The management of ratings, rationale, judgments, findings and conclusions from supervisory work or activities that support the accuracy, completeness and awareness of a FRFI specific risk profile. The understanding of a risk and its characteristics through its lifecycle.
5	Analysis Support	Support for the analysis and synthesis of quantitative and qualitative information required to support supervisors in developing a FRFI risk profile including evidence to support ratings or other judgments.
6	Workflow and Governance	The capabilities to enable stakeholder awareness, knowledge and governance of the progress of supervisory activities, events and information flows and facilitate effective work sharing and record of decisions.
7	Planning and Resource Management	The definition, planning and management of risk based supervisory activities for each FRFI. The appropriate allocation of resources to planned activities according to capabilities and capacity.

Ref. Number	Functional Category	Description
8	Collaboration & Social	The facilitation and support of the collaborative nature of supervisory work through continuous information sharing, knowledge creation and collective decision making within and across Supervision groups.
9	Knowledge Management	The creation, management and sharing of collective knowledge resulting from supervisory work related to FRFI(s), risks, industries, themes and guidance created within OSFI.
10	Reporting and Dashboard	The capabilities to provide stakeholders with a variety of views (FRFI specific and other) of quantitative and qualitative supervisory information and knowledge to enable and support real-time informed decision making, planning and resource/time allocation.

Within each of the above noted functional categories, sub-categories were identified and over 80 high level business requirements (HLBRs) were identified and user stories developed. OSFI subsequently completed a value graphing exercise to assess the HLBRs, in terms of business value and risk, and to develop a roadmap that sequences delivery of the highest value functional requirements in the earliest SD Tracks.

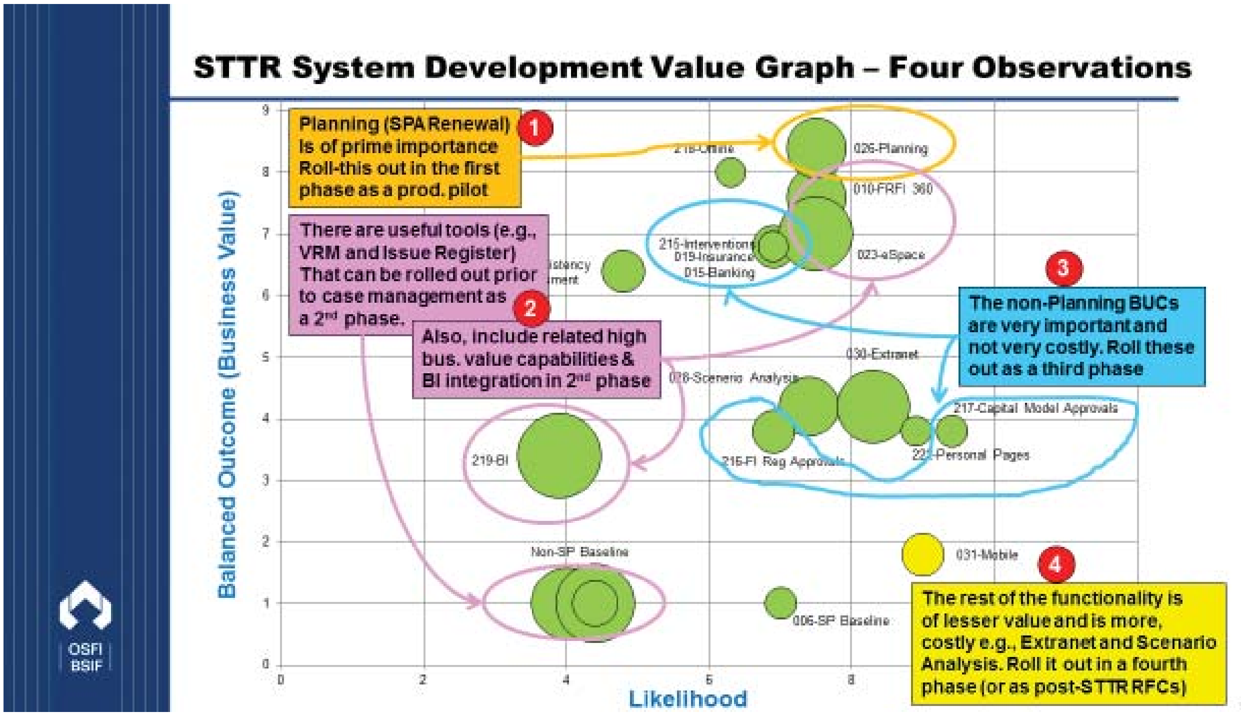
The HLBRs and user stories for the STTR System are contained in Part 1 of Appendix A, Additional Background Information, and are subject to further refinement by the Contractor during the Application Construction Definition Phase Work as set-out in section 12.1 below.

3.2 STTR System Implementation Strategy and Roadmap

Based on a value graphing exercise, OSFI has prioritized the functionality to be provided by the STTR System in a series of consecutive application Releases[1], with Planning functionality envisioned as the production pilot (i.e. STTR Release 1) due to the following considerations:

- Planning has high business value (see value graph below);
- Planning is confined to a single business process with a smaller group of users;
- Planning can precede development of risk assessment functionality;
- The legacy Planning system is at end-of-life;
- Planning functionality will implement most of the STTR System solution architecture, including:
    - The core Dynamics CRM platform;
    - The third-party Enterprise Planning product;
    - Key data integration infrastructure;
    - SharePoint social capability for collaborative planning; and
    - SharePoint My Sites as the primary landing page for Supervisory staff.

[1] The STTR Roadmap indicates seven major releases of business functionality; it is expected that there may be other smaller releases (e.g. Sprints, technical, environment migrations)



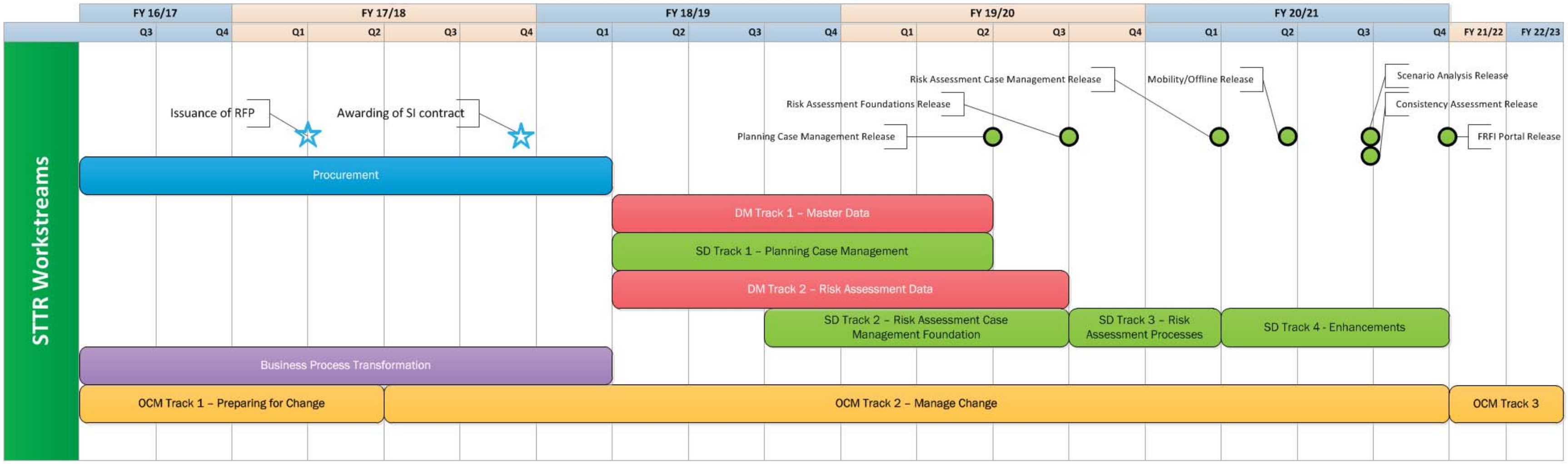
OSFI has developed a Business Case including a roadmap for the STTR Project through a series of interdependent work streams (i.e. key activities) as follows:

STTR Project Work Stream	Tracks
System Development (SD)	• SD Track 1 - Planning Case Management o STTR Platform Set-up o STTR Reusable Frameworks o **STTR Release 1:** Planning Case Management • SD Track 2 - Risk Assessment Foundation o **STTR Release 2:** Risk Assessment Foundations • SD Track 3 - Risk Assessment Processes o **STTR Release 3:** Risk Assessment Case Management • SD Track 4 – Enhancements* o **STTR Release 4:** Mobility/Offline o **STTR Release 5:** Scenario Analysis o **STTR Release 6:** Consistency Assessment o **STTR Release 7**: FRFI Portal ***Note: It** is anticipated that Definition Phase work for Release 4 – 7 will be conducted concurrently, followed by the sequential Development and Configuration of each Release.
Data Migration (DM)	• DM Track 1 - Master Data o **STTR Release 1:** Planning Case Management • DM Track 2 - Risk Assessments Data o **STTR Release 2:** Risk Assessment Foundations
Organizational Change Management (OCM)	• OCM Track 1 - Prepare for Change • OCM Track 2 - Manage Change • OCM Track 3 – Reinforcing Change (Post implementation)
Business Transformation (BT)	• BT Track 1 – Prepare and document new Business Processes

OSFI’s Release Plan for the STTR System is provided in Part 1 of Attachment 1, STTR System Implementation Requirements.

The Business Case recommends that the STTR System be implemented, using a hybrid Agile development approach, in ten overlapping Tracks with seven Releases, over a period of three years or less as depicted in the graphic below. It should be noted that OSFI’s STTR System Implementation Strategy and Roadmap is subject to change based on the recommendations of the Contractor and agreed to by the STTR PM.

STTR Roadmap with Timelines



The plan incorporates:

- an 18 month procurement cycle based on PSPC estimates to acquire the System Integrator;
- a 2 year, 9 month development effort incorporating 7 discrete system releases over 4 phases;
- an extensive organisational change management approach to address cultural and process change over 6.5 years; and
- a 2-phase data migration plan addressing master data and risk assessment & FRIFI 360 data.

3.3 OSFI System Development Life Cycle (SDLC)

OSFI has a number of project related processes, governance bodies (with process gates), system development procedures, development tools and process documents that are all coordinated through OSFI's Software Development Life-Cycle (SDLC). The purpose of the SDLC is to provide a repeatable quality control process for all stages of the software development process. The full version of the SDLC is applied to larger initiatives, such as the STTR Project, and lighter-weight versions of the SDLC are applied to smaller initiatives. OSFI's SDLC Includes:

- SDLC Phase 1 – Pre-Initiation
- SDLC Phase 2 – Product Planning
- SDLC Phase 3 – Construction Iterations
    - Design
    - Configuration and Coding
- SDLC Phase 4 – Stabilization & Deployment of Releases
- SDLC Phase 5 – Benefit Realization

As part of the STTR Project, it is expected that OSFI and the Contractor will work together to tailor OSFI's default SDLC, based on the Contractor's methodologies and experience with similar Dynamics CRM implementation projects, to better fit the goals and timeline of the STTR Project SD and DM Tracks as identified in section 3.2 above and further described elsewhere herein.

3.4 STTR Project Categories of Work

3.4.1 Overview

The STTR Project will be delivered in ten Tracks (including SD, DM, OCM and BT Work Streams as described in section 3.2 above), with the associated work delivered collaboratively between OSFI and the Contractor. The deliverables to be produced in each of the Work Streams fall within the following six categories of work:

- Project Management
- Organizational Change Management (OCM)
- Infrastructure Work
- Common Component Work
- Application Construction
- Data Migration

Responsibility for each of the required Work Streams will be allocated between OSFI and the Contractor as summarized in the following table and further detailed below.

STTR Project Work Streams		OSFI Responsibility	Contractor Responsibility
System Development (SD)	Infrastructure Work	**Lead**	Support
	Common Component Work	**Lead**	Support
	Application Construction	Support	**Lead**
Data Migration (DM)	Data Migration Readiness	**Lead**	Support
	Data Migration and Reconciliation	Support	**Lead**
Organizational Change Management (OCM)		**Lead**	Support
Business Transformation (BT) **Note**: BT is to be completed by OSFI prior to award of the Contract		**Lead**	N/A

Sections 3.4.2 to 3.4.7 that follow further describe the work to be conducted (by OSFI or the Contractor) within each of the categories of work to deliver the STTR Project and produce the resulting STTR System.

This includes an explanation of the envisioned working relationship between OSFI and the Contractor, and the related responsibility for key deliverables associated with each of the categories of work.

Security considerations impact all categories of work. OSFI is responsible for the Security Assessment and Authorization (SA&A), Statement of Sensitivity (SOS) and Privacy Impact Assessment (PIA) for the STTR System. The Contractor is responsible for ensuring the necessary system controls are implemented in the STTR System in accordance with the non-functional requirements (including the Security requirements) stipulated in Attachment 2, Non-Functional Requirements, to this SOW.

Note: Sections 5 – 16 of the SOW set-out the Contractor's requirements within each of these categories of work.

3.4.2 Project Management

The STTR Project will be delivered through an integrated team comprised of the OSFI Project Team and the Contractor. As detailed in sections 2.3 – 2.5 above, OSFI has identified an STTR PM, and a team of dedicated resources, that are responsible for the overall STTR Project including the development and tracking of an integrated project plan and schedule which includes the work delivered by the Contractor and the OSFI Project Team. As such, the STTR PM and the Contractor PM will meet regularly to ensure that the plans for the OSFI Project and Contractor teams are coordinated, risks and decisions are mutually understood and other information that is helpful to both the STTR PM and Contractor PM is shared.

Refer to section 6 of this SOW for details of the Contractor's Organizational and Project Management requirements.

3.4.3 Organizational Change Management

The STTR Project is the largest change initiative for OSFI's Supervision staff since the introduction of the Supervisory Framework in 1999. The STTR Project will transform the way OSFI Supervisors conduct their supervisory work, notwithstanding that the underlying supervisory framework and core supervisory processes will not substantially change. The STTR Project will put a high demand on people's ability to sufficiently change their mindset in order for the STTR Project to reach its goals.

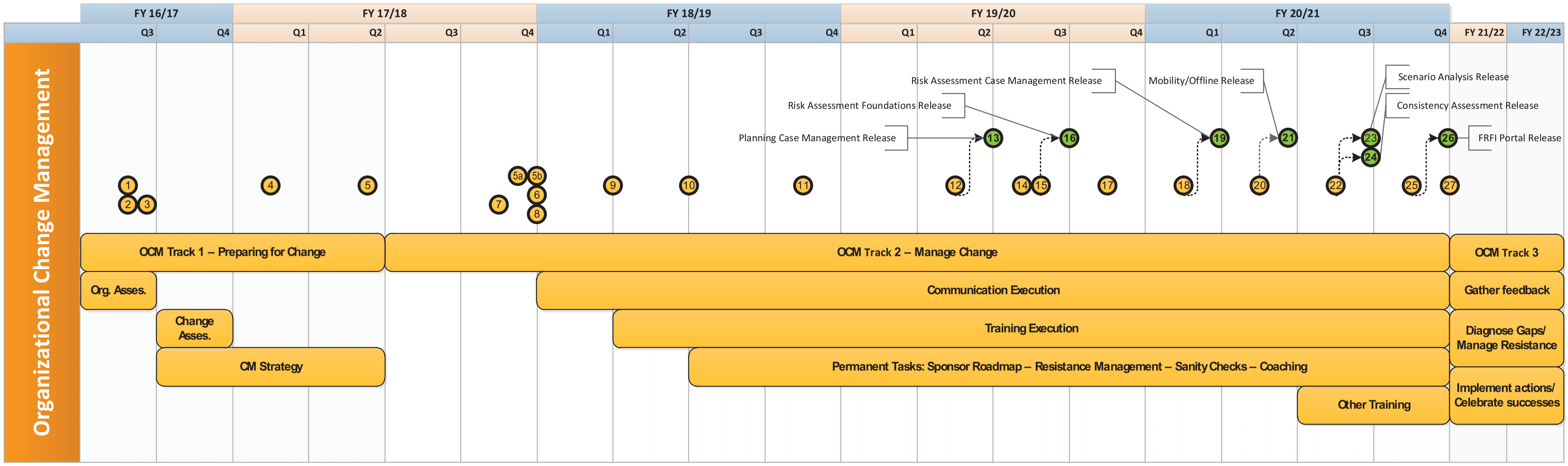
In addition to the system development and data migration work that must be completed to develop the STTR System, the STTR Project includes an Organizational Change Management (OCM) Work Stream to ensure that key stakeholders understand, support, and are aligned with the business imperative for change. The approved STTR Project business case includes a substantial investment for OCM - not only during the implementation, but also for two years beyond - to coach, train, and assist staff with all elements of the expected change.

The OCM approach for the STTR Project is designed to proactively facilitate the adoption of new or changing information management, technology and business processes and practices and address any challenges that may arise before and after deployment. The OCM Plan for the STTR Project is based on industry leading best practices in OCM, notably the PROSCI methodology, and includes 3 phases as follows and depicted in the graphic below:

- **Track 1 - Preparing for change**: assesses the change and the organizational capabilities and develops a "Change Management Strategy" tailored to the specifics of the STTR Project.
- **Track 2 - Managing/Executing change**: this phase encompasses the execution of the "Change Management Strategy" pre-deployment and includes all associated work streams related to that (communication, training, sponsor alignment, manage resistance, risk management, validation feedback back loop, etc.).
- **Track 3 - Reinforcing change**: continue to execute the "Change Management Strategy" post-deployment.

A fundamental tenet of the OCM strategy for the STTR Project is that the effort will be championed by a dedicated team of senior OSFI Supervision sector resources well versed in the business processes and respected by the affected constituencies in Supervision. The STTR Project's OCM leadership team will be supplemented with external OCM specialists and resources provided by the Contractor.

Refer to section 7 of this SOW for details of the Contractor's OCM requirements.



1. OCM narrative for Business Case
2. OCM Budget Planning
3. Draft Strategy
4. Change Management strawman – Co-Chairs
5. Change Management Strategy approved before System Integrator
    a. System Integrator validation of OCM strategy
    b. Independent Review of OCM Strategy
6. FINAL Change Management Strategy approved by Steering Committee
7. Acquire resources
8. Communications Plan
9. Training Needs Assessments
10. Training Sponsors and OCM team
11. Data Migration – Phase 1 training
12. Planning Release training
13. Planning Case Management Release
14. Data Migration – Phase 2 training
15. Risk Assessment Foundation training
16. Risk Assessments Foundations Release
17. Power user Training
18. Case Management training
19. Risk Assessment Case Management Release
20. Mobile training
21. Mobility/Offline Release
22. Scenarios + Others training
23. Scenario Analysis Release
24. Consistency Assessment Release
25. FRFI Portal training
26. FRFI Portal Release
27. Report to Steering Committee

3.4.4 Infrastructure Work

a) OSFI's IT Services (ITS) group manages the OSFI technology infrastructure and as such will be accountable for the overall STTR infrastructure setup to ensure that changes to OSFI's on-premises infrastructure, resulting from the new STTR System, are coordinated with other in-flight, or planned, infrastructure changes that are out of scope of this Contract.

b) Most of the infrastructure deliverables for the STTR System will involve configuration of Dynamics CRM and SharePoint, though other software may also require life-cycle planning, installation and set-up by ITS. This software may include, but is not limited to:
    a. Enterprise Planning Software (refer to SOW 8.1)
    b. Rich Text Controls for CRM and SharePoint (refer to SOW 8.2)
    c. Spelling/Grammar Checking Capability for CRM and SharePoint (refer to SOW 8.3)
    d. CRM Data Integration Software
    e. Document Generation Software
    f. CRM Outlook/Exchange Integration Components
    g. CRM External Portal Framework
    h. CRM Mobile/Offline Software
    i. Scenario Analysis Software

c) The Infrastructure work includes; the Design (led by the Contractor as set-out in section 10.1) and the Set-up (led by ITS) as follows:
    a. **Design -** The Contractor will develop the design of the baseline infrastructure for the STTR System. The Contractor must obtain input and sign-off from ITS to the Infrastructure Design.

    b. **Set-up** - ITS will lead the set-up (based on the Infrastructure Design approved by the STTR PM) and may, at its discretion, utilize Contractor resources on an as and when requested TA basis, to provide expertise working with the new Dynamics CRM platform any other software that forms the STTR System as per section 3.4.4 b) and 3.4.6 b) of this SOW.

d) If requested via TA, Contractor resources will work with ITS resources and other OSFI personnel (as set-out in section 10.2 and any associated TA), to conduct activities such as, but not limited to, the following examples:
    a. Develop the technical architecture of the STTR System
    b. Work with network/security specialists and server administrators to specify detailed infrastructure changes to support the STTR System
    c. Prepare product configuration files and scripts that can be used to build environments for development, system integration, user acceptance and production.

e) Infrastructure Set-Up activities affect OSFI's on-premises infrastructure and, therefore, must be conducted in collaboration with OSFI staff at OSFI's Ottawa location. It is the Contractor's responsibility to ensure that Work developed offsite is modified and adopted to pass testing and work as designed, within the architectural and security constraints of the OSFI technical environment.

Refer to section 10 of this SOW for details of the Contractor's Infrastructure Work requirements.

3.4.5 Common Component Work

a) Common components are back-end software components within the OSFI enterprise architecture that serve more than one client component. For example, the Enterprise Document and Records Management Service (EDRMS), the Master Data Hub (MDH), Enterprise Data Warehouses (EDWs) and legacy applications are all common components that provide enterprise-level services to multiple line-of-business applications, including the new STTR System.

b) OSFI Application Services (AS) group manages all OSFI's business applications and as such will be accountable for the Common Component Work to ensure that changes required for the STTR System are coordinated with other in-flight changes (or planned changes) to the common components and dependent systems.

c) During the Definition Phase (for each Release) it is possible that the Contractor will identify the need to inter-operate with a back-end component in a way that requires a change to the component. If an OSFI common component already exists that provides similar functionality, or there is an opportunity to introduce a new common component that other systems will benefit from, AS will be responsible for making the necessary change to the common component, as well as any systems outside of the scope of the STTR Project, to support the Application Construction Work (described in section 3.4.6 below) which will be delivered by the Contractor.

d) AS may, at its discretion, utilize Contractor resources via the STTR PM on an as and when requested TA basis (as set-out in section 11.1), for the provision of additional expertise to support the Common Component work. If requested, Contractor resources will work with AS resources and other OSFI personnel, to conduct activities such as, but not limited to, the following examples:
   a. Working with the Contractor's application construction team to understand and refine the requirements for the common component change
   b. Developing the detailed design for the common component change.
   c. Implementing the common component change.
   d. Making changes to dependent non-STTR systems as needed.

e) Common Component work must be conducted in collaboration with OSFI staff at OSFI's Ottawa location.

Refer to section 11 of this SOW for details of the Contractor's Common Component Work requirements.

3.4.6 Application Construction Work

a) Application Construction Work for the STTR System will include the delivery of application user interface, business logic and interoperation that provides functionality for end-users across each of the STTR System Releases (1-7).

b) Most of the Application Construction work will involve configuration or, possibly, a minimal amount of supported customization, of Dynamics CRM and SharePoint, though other solution software will also require configuration, coding and integration. This software will most likely include, but is not limited to:
   a. Enterprise Planning Software (refer to SOW 8.1)
   b. Rich Text Controls for CRM and SharePoint (refer to SOW 8.2)
   c. Spelling/Grammar Checking Capability and Dictionaries for CRM and SharePoint (refer to SOW 8.3)
   d. Document Generation Software
   e. CRM Outlook Integration
   f. CRM External Portal Framework
   g. CRM Mobile/Offline Software
   h. CRM Data Integration Software
   i. Scenario Analysis Software
   j. New Web Services Introduced by the Contractor
   k. New Data Repositories Introduced by the Contractor
   l. Custom .NET code to extend the platforms in supported ways (e.g., CRM Plug-in classes, SharePoint Add-Ins).

c) The Contractor is responsible for the Application Construction Work (as set-out in section 12) including two distinct phases (i.e. activities) required to execute each Release of the STTR application as follows:

   a. **Definition Phase** (see section 12.2)
      i. Validation and refinement of OSFI's product backlog (i.e. requirements) for the Release;
      ii. Development of the high level architecture for the Release;

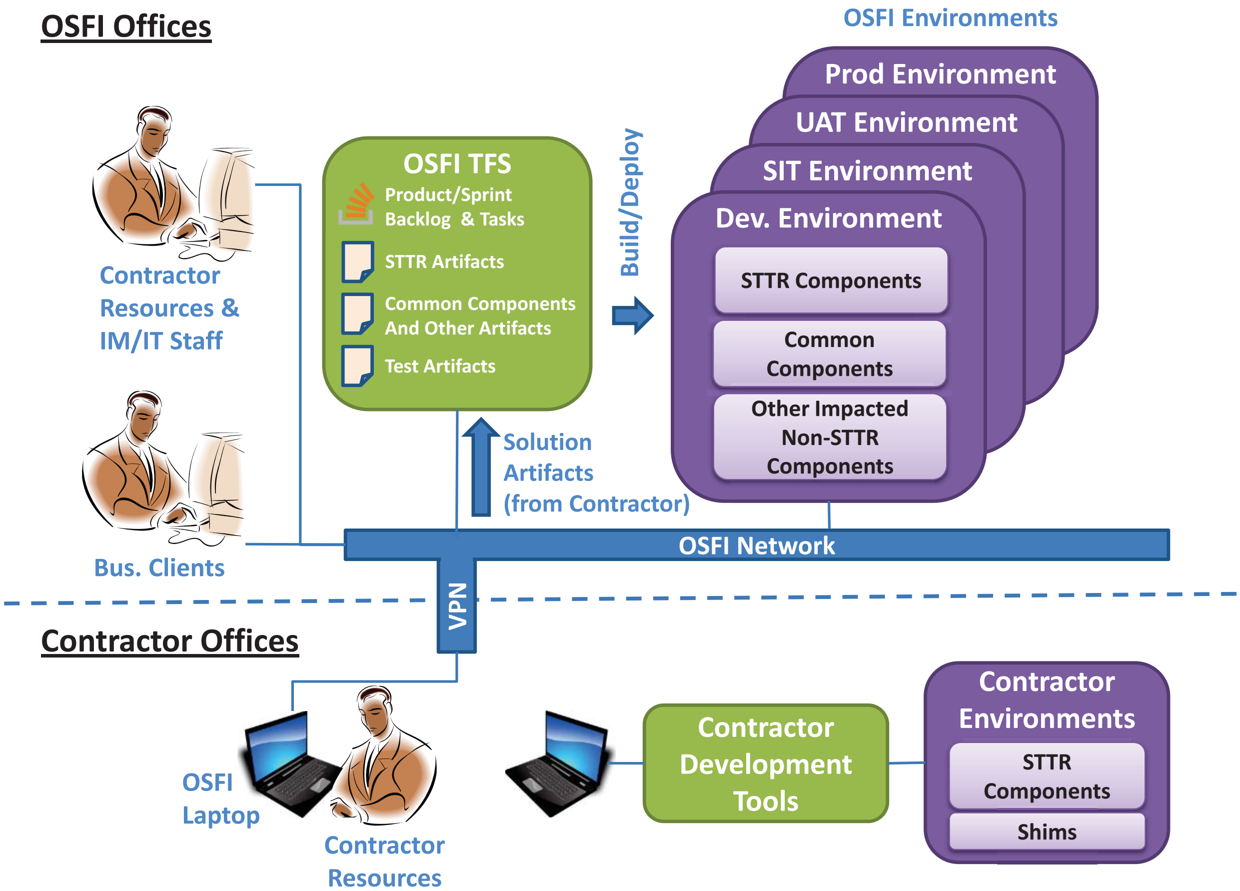
iii. Development of the Release Plan; and
iv. Development and delivery of cost estimates to the STTR PM to develop and configure the Release.

b. **Development and Configuration Phase** (see section 12.3)
   i. Development of the detailed solution and user experience (UX) designs for the Release;
   ii. Development of system security controls for the Release;
   iii. Configuration and coding (as required) of the Release ;
   iv. Testing (Unit, SIT, Performance, UAT support); and
   v. Collaboration with the OSFI Team, as required, to support OSFI-led changes to common components.

d) OSFI resources will support the Contractor in the delivery of the Application Construction work as mutually agreed to by the Contractor and the STTR PM during the Contractor Onboarding activities (refer to SOW section 9) For example, it is assumed that OSFI business staff will participate in Contractor-led prototyping sessions and acceptance testing; and OSFI technical staff will participate in standard change management processes that the Contractor must follow to deploy and test new business functionality within OSFIs on-premises environments.

e) The Contractor may, at its discretion, conduct application construction work off-site at its own location, using its own development processes and tools. The Contractor is not permitted to conduct any work off site of a secure nature which requires the transmission of secure data. The Contractor is responsible for bringing deliverables which are developed off-site into the OSFI environment as follows:
   a. Any planning artifacts that are shared with OSFI development teams (e.g. User Stories, Tasks, shared work schedules, etc.) must be migrated into the relevant OSFI development tools/repositories (i.e. TFS and eSpace) by the Contractor, to facilitate downstream STTR Project development and future operations & support activities;
   b. Any design, deployment and testing related artifacts (e.g. models, CRM solution files, source code, test suites, etc.) must be added to standard development tools/repositories (i.e. TFS and eSpace) to enable build, release and migration of STTR System components into OSFI's on-premises environments for integration and testing.
   c. Given that the initial product backlog resides in OSFI's TFS repository, there will be development artifacts like Epics, User Stories and linked work items such as Tasks and Test artifacts stored in TFS. Although the Contractor may elect to use non-OSFI development tools offsite, artifacts that are shared with development teams working at OSFI locations (e.g., common component teams in Ottawa), need to reside in OSFI's TFS repository. So there will be a need for the Contractor to work with OSFI's development tools as well as its own.
   d. Offsite Application Construction work might sometimes be dependent on (or actually specify changes to) OSFI's back-end common components. It will not be practical to reproduce many of OSFI's common components in the Contractor's environments, so, the Contractor might elect to create "shims" that are simple stand-ins for actual common components and deploy these to Contractor environments instead - although this approach might not be feasible given the complexity of some of OSFI's common components.
   e. Production data will only be available on OSFI's network and will not be available for use offsite. Where the Contractor elects to conduct offsite application construction Work, any test data required for this purpose will be the Contractor's responsibility to generate.
   f. In either case, there will come a point at which the Contractor must integrate configurations/code developed offsite with common components that are in OSFI environments. Some development may be initially required in OSFI development environments to complete the integration. Following that, integration can be tested on-premises at OSFI in its System Integration Test (SIT) environment.

The following graphic depicts the key tools and environments that are accessible from the “onsite” OSFI network versus the Contractor’s tools and environments that from OSFI’s perspective are considered “offsite”.



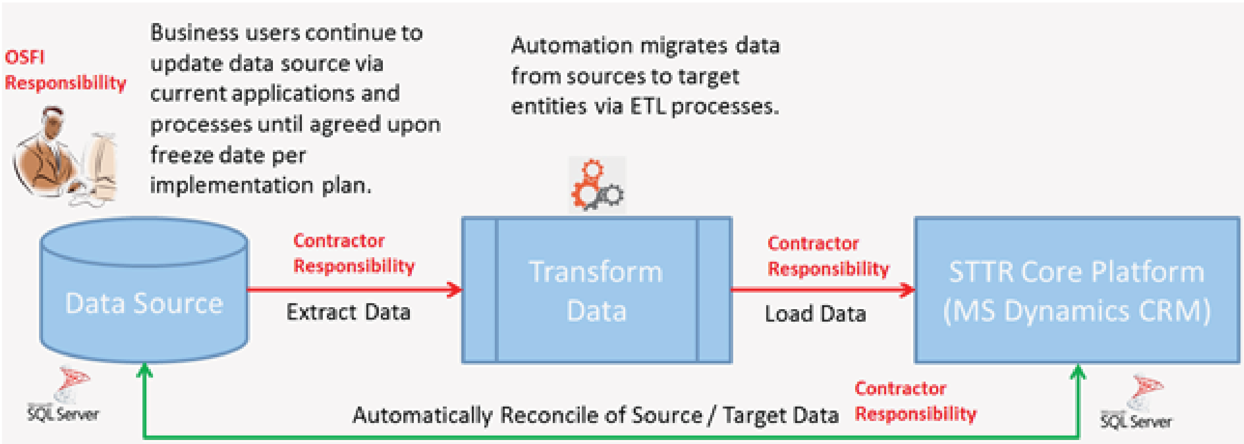
Note: Each Release will begin with the Definition phase as described above, during which cost estimates will be developed for the subsequent Development and Configuration (phase) of the Release. OSFI governance approval will be required before the Release proceeds and a TA is issued to the Contractor to deliver the Development and Configuration (phase) of the applicable Release.

Refer to section 12 of this SOW for details of the Contractor’s Application Construction Work requirements.

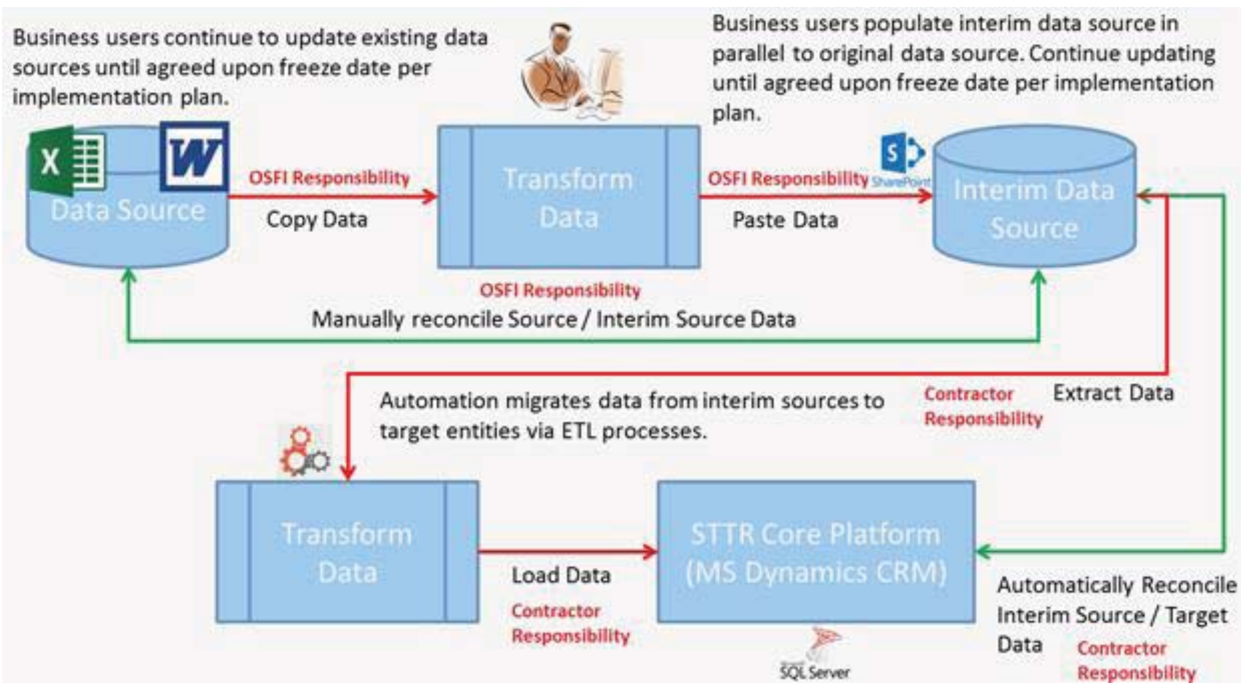
3.4.7 Data Migration Work

OSFI has developed a high level strategy to migrate Supervisory data from current sources to Dynamics CRM entities in the new STTR System. Data sources consist of structured data stored in SQL databases and unstructured data stored in documents. The migration target will be Dynamics CRM entities configured according to requirements to accept the migrated data. Any data originally in unstructured format will be transformed as part of this migration process to structured data for Dynamics CRM. It is envisioned that structured and unstructured data migration processes and scope will be as depicted in the figures that follow.

Structured Data Migration



Unstructured Data Migration



Data Migration Scope

Migration Data-Set	Original Data Source	Original Data Format	Interim Structured Data Repository Required?	Data Volume
FRFI Level Risk Ratings (e.g. CRR and ONR)	MDH database (sourced from SRA)	Structured	NO	• All history (<100,000 ratings)
FRFI Significant Activity Ratings (e.g. Inherent Risk Rating)	Risk Matrix Word / Excel documents	Unstructured	YES	• Latest Quarter • Active FIs only (approx. 400 FIs. Therefore 400 Risk Matrix documents)
List of FRFI Significant Activity Names	Risk Matrix Word / Excel documents Risk Matrix	Unstructured	YES	• Latest Quarter • SA names and hierarchy only for active FIs. (approx. 400 FIs. Therefore 400 Risk Matrix documents)
FRFI Risk Assessment Content	RAD Word documents / Section Notes (rating rationale only when not available from RAD)	Unstructured	YES	• Latest Quarter • Active FIs only. (approx. 400 FIs. Therefore 400 RAD documents plus rationale from Section Notes for larger FIs)
FRFI Issue Management (a.k.a. FUD) Items	FUD Excel Document	Unstructured	YES	• Latest Quarter • All FUD items for a Review where at least one FUD item has Open status • For active FIs only. (approx. 400 FIs. Therefore 400 FUD documents)
FRFI Supervisory Responses (e.g. Findings & Recommendations)	Findings & Recommendations in FI Management Letter aligned to FUD Excel Document items	Unstructured	YES	• Latest Quarter • All FUD items for a Review where at least one FUD item has Open status, • Active FIs only • Findings & Recommendations associated to FUD Items only. (approx. 400 FIs. Therefore 400+ Letters as FUD item may reference last or older letter).
FRFI Portfolios (i.e. FIs managed by Lead Supervisors)	MDH database (sourced from CID)	Structured	NO	• Portfolios for Active Staff and Active FIs only.
Supervisory Contacts	Outlook	Structured	YES	• Common supervisory group contacts only.

Under this strategy for the STTR System data migration will be approached as follows:

Data Migration Readiness

- OSFI will be responsible for data migration readiness which includes:
  - Assurance that the source data is in a state ready for migration (e.g. content has been reviewed and approved, contact data has been consolidated, de-duplicated and cleansed where required).
  - Creation of an interim data repository and the migration of required unstructured content to this repository. The migration process will shred unstructured sources into structured data. This includes reconciliation of the migrated data which will ensure that the structured data in the interim data repository matches the equivalent content in the unstructured sources. The interim repository will either house this data within SharePoint Lists and/or SQL Server data structures.

Data Migration and Reconciliation

- The Contractor will be responsible (as set out in section 13) for migrating data from structured data sources (including the interim data repository described above) to Dynamics CRM entities in the new STTR System. This includes:
  - Developing a detailed strategy and plan for how migration and reconciliation processes will be used to achieve the data migration goals of each Release. This will need to factor a number of considerations such as scope of data being migrated for each Release, agreement on production freeze dates for data sources and their alignment with ongoing supervisory processes, description of the migration and reconciliation processes, and planned migration/reconciliation iterations.
  - Design and implementation of the migration and reconciliation processes best suited to the types of data sources being migrated from.
  - Creation of Source – Target mapping specifications.
  - Execution of migration processes between data sources and Dynamics CRM.
  - Reconciliation of the migrated data in CRM against data sources. Reconciliation will include defining and executing the reconciliation process. This also includes reporting results of the reconciliation for OSFI review and approval purposes as well as for providing information to the Contractor team responsible for migration process correction.
  - Correction of migration processes in order to fix reconciliation issues.
  - Repeating the execution of migration and reconciliation processes for validation that the migration process works wherein all migrated content, including rich text content, is preserved in its original form once migrated to Dynamics CRM.
  - Execution of all activities associated with final migration of production data into Dynamics CRM as part of each Release where data migration is required

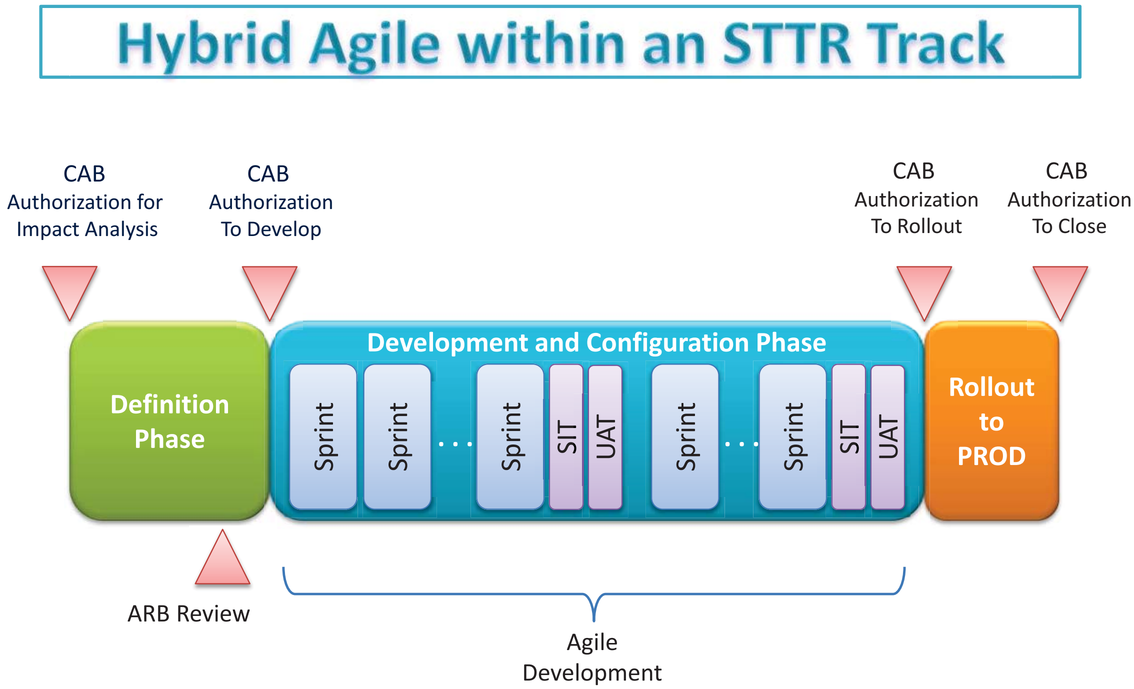
Refer to Part 2 of Appendix A, Additional Background Information, for additional details of OSFI's Data Migration Strategy for the STTR System, including the data sets scoped for migration and the approach for migration.

Refer to section 13 of this SOW for details of the Contractor's Data Migration Work requirements.

3.5 Hybrid Agile Approach

a) In addition to the STTR Project team and governance structure described in sections 2.3 – 2.5 above, the STTR Project will be subject to additional governance committees and gates (see references to CAB and ARB gates in the graphic below). STTR Project approvals required through these committees and gates will be the responsibility of the STTR PM.

b) OSFI governance gates follow a traditional waterfall sequence from design to construction to rollout of the STTR System. Between gates, however, Application Construction work is expected to be conducted using Agile development concepts and principles. It is expected that each Release (1-7) of the STTR System will be developed by the Contractor (as set-out in section 12.3) through a series of Sprints as depicted by the following graphic.



c) After Contract award the Contractor will be provided with access to the most current product backlog, created by OSFI Supervision sector, which consists of a set of Epics and User Stories to describe the required business functionality for the STTR System. In accordance with Agile concepts and principles it is expected that the Contractor will continue to groom the STTR backlog as follows:

  a. A Sprint may include Infrastructure Set-up, Common Component, Application Construction and/or Data Migration work as described in section 3.4 above.
  b. Coordination of Sprint goals and Sprint tasks across team Sprint plans is expected to occur through regular planning meetings between the Contractor and the OSFI Team.
  c. For any given Track, one or more possible Sprint releases will migrate working STTR functionality from the Contractor's and OSFI's development environments to OSFI's on-premises SIT and UAT environments. The Contractor must conduct all necessary testing (including unit, functional, system integration and regression testing) to ensure the Release will pass subsequent acceptance tests at OSFI. The Contractor is responsible for completing and verifying the migration of the Sprint release. Migrations of Contractor Deliverables into the OSFI test environments must be done by the Contractor in accordance with the agreed upon SDLC and Deliverable Review and Acceptance Process developed under TA#1 (see section 9).
  d. After the Contractor has verified successful migration, OSFI resources will perform acceptance tests of the released solution. Any errors identified during the acceptance testing must be corrected by the Contractor at no additional cost to Canada in accordance with the Deliverable Review and Acceptance Process (to be agreed to by Canada and the Contractor post Contract award) described in section 6.8 herein. The final such release will indicate readiness to release to the OSFI production environment and roll the track functionality out to STTR System end-users.

4. STTR TECHNICAL SOLUTION

The following information describes the envisioned STTR System architecture, subject to the Design and Definition Phase Work to be conducted by the Contractor (as described in sections 10.1, 12.2 and 13.1).

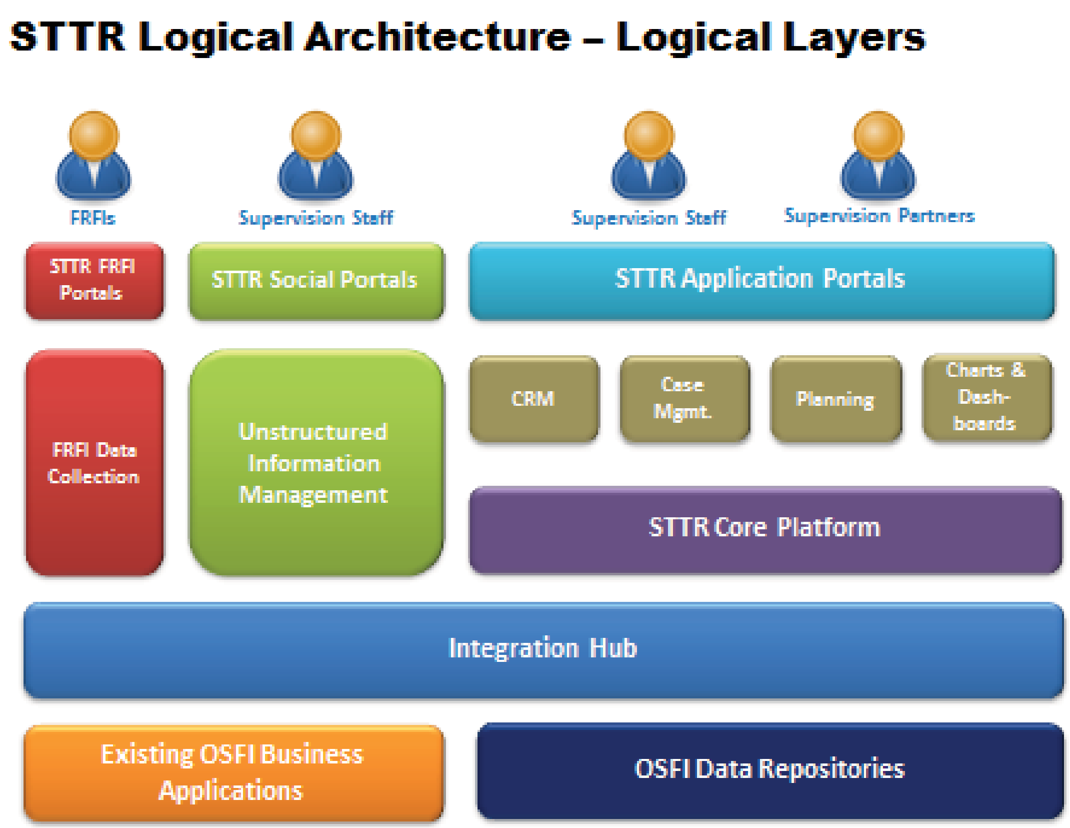
4.1 High-Level STTR System Architecture Overview

This section provides a high-level overview of the STTR System architecture vision. It is intended to help the Contractor understand the nature of the envisioned STTR System, how it covers the high-level business requirements, its level of complexity and which aspects of the STTR System can leverage existing OSFI technology investments versus new technologies.

The logical architecture is first presented to identify functional modules that provide coverage of the HLBRs and to identify the gap with OSFI's current technology investments. A high-level component view of the architecture is then introduced to help clarify the existing architectural context into which the STTR System must be integrated. Finally, a high-level overview of the STTR System information architecture is provided.

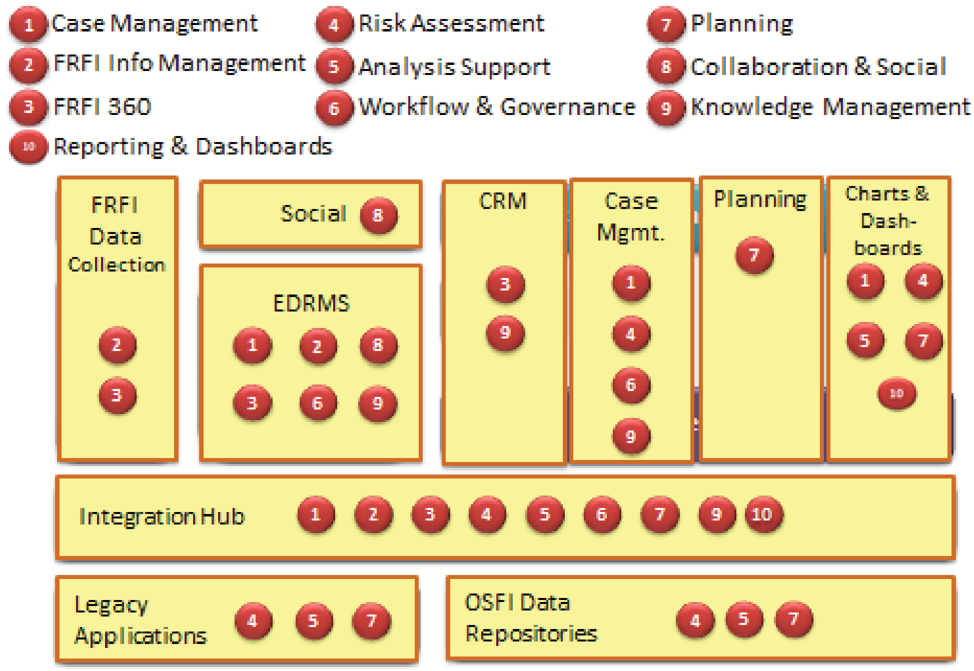
4.1.1 STTR Logical and Information Architecture

The figure below shows a layered logical architecture viewpoint for the STTR System. End users will access the STTR System through a UX layer, represented here as logical portals. Underneath those are the underlying functional modules that provide: interaction with the FRFIs, support for collaborative/social interactions among OSFI Supervision staff (mainly using unstructured information such as social feeds and documents) and for conducting core application functionality through structured forms, charts and reports. An integration layer enables interactions between these functional modules and with pre-existing legacy data repositories and applications that are used in OSFI Supervision business processes.



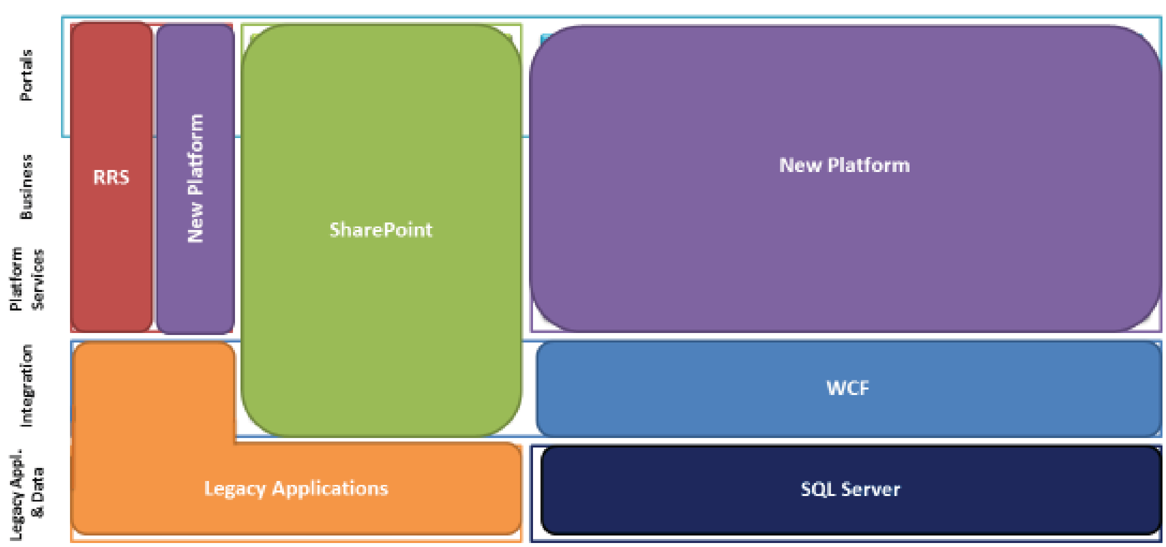
The following graphic provides a high-level summary of how the above logical functional modules provide coverage of the 10 functional categories of requirements described in section 3.1.

STTR Logical Architecture – Requirements Coverage



The next diagram demonstrates where OSFI's existing technology investments can be used to realize the above functional modules. Of particular interest is the remaining gap that is represented by the two purple blocks. An options analysis conducted by OSFI has determined that this functional gap can be filled by Microsoft Dynamics CRM (and related products, such as ADXstudio) and an as yet to be selected planning tool (e.g., Assistance Software's Assistance PSA, Microsoft Project Server, Upland Tenrox PSA, etc.).

STTR Logical Architecture – Platform Reuse



A high-level overview of how OSFI envisions the STTR System architecture could be realized, within the context of OSFI's Enterprise architecture, follows.

4.1.2 Architectural Context for the STTR System

The STTR System cannot be a standalone system, but must integrate into OSFI's overall enterprise architecture in a way that is consistent with other on-premises systems. The figure below depicts, at a very high level, OSFI's current thinking with respect to the enterprise architecture context within which the STTR System and its new technology standards must operate (Note: Subject to change based on the outcome of the Definition Phase and the Application Construction work). The figure can be related back to the logical architecture diagrams in section 4.1.1 above. The colors in the figure match the corresponding functional module colors used in the logical architecture models.

The key functional gap for OSFI's existing technology standards and applications relative to the STTR System high level requirements is represented in the logical architecture as a functional module called the "STTR Core Platform" (as depicted in purple in graphic below). Dynamics CRM has been selected as the core platform for the STTR System.

Given that out-of-the-box Dynamics CRM planning functionality is not expected to meet all of Supervision's planning requirements (for example, tracking actuals against Supervisory plans), OSFI's expectation is that Dynamics CRM will interoperate with a new third-party Enterprise Planning software tool in order to address the planning requirement gap for the STTR System.

The purple block in Figure 1 below positions this logical STTR Core Platform module (realized as a combination of the Dynamics CRM platform interoperating with the new Enterprise Planning system) within the broader enterprise architecture at OSFI. The nine numbered red connectors indicate probable points of interoperation between the STTR Core Platform and other key architectural components that are likely to be used in an STTR System. Detailed requirement gathering and design will be needed to determine which of these integration points is actually needed in the final STTR System.

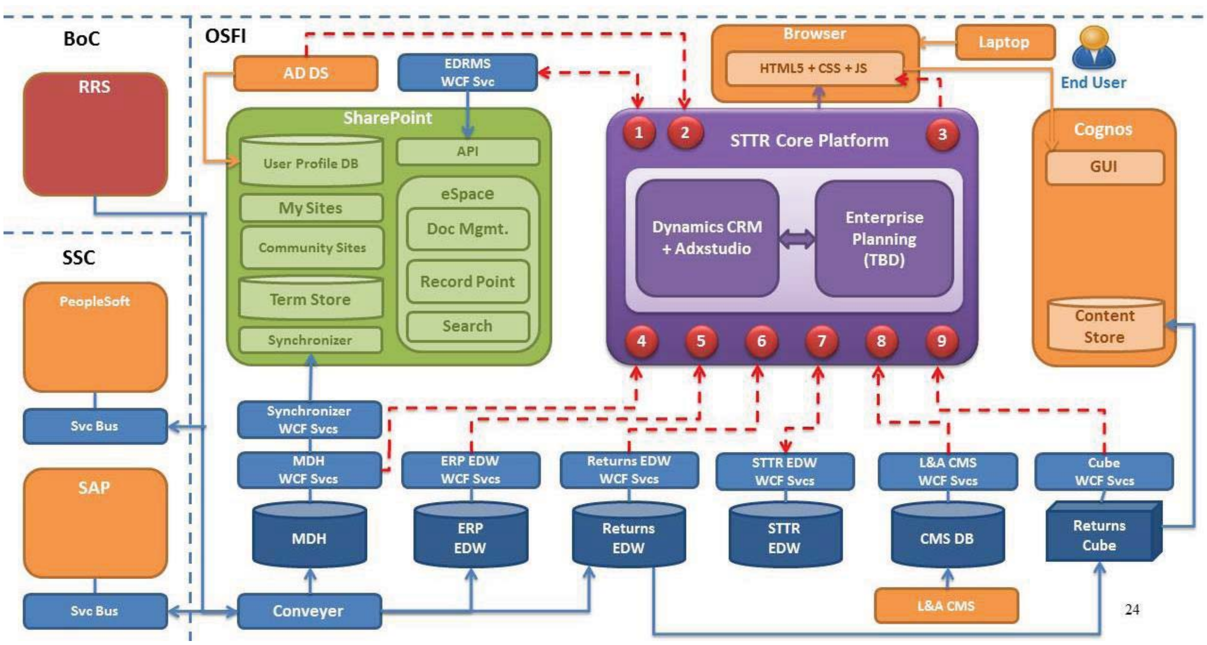


Figure 1 - High-Level Architectural Context for STTR System

- **Interoperation Point 1** indicates that Dynamics CRM must interoperate with OSFI's standard EDRMS application, called eSpace. eSpace is a full trust SharePoint application that various client legacy applications interoperate with to store, retrieve and update documents. Interoperation is mediated by a SOAP web-service, called the EDRMS Service, which is able to transparently negotiate the rich, custom and evolving OSFI information architecture for eSpace on behalf of the client applications. The STTR System is just another client that will use the EDRMS service for eSpace interoperation (as opposed to using out-of-the-box Dynamics CRM SharePoint integration, which does not conform to eSpace specifications). Changes to OSFI Supervision business processes or integration with the STTR Core Platform may necessitate making changes to eSpace,

  In addition to illustrating the eSpace application, the green block that represents SharePoint also shows that SharePoint term sets are synchronized with external data sources via the OSFI Synchronizer (in blue), a custom .Net application. The Synchronizer is currently in use for eSpace and other legacy SharePoint applications. Furthermore, the green SharePoint block indicates that it is likely that out-of-the-box SharePoint My Sites and Community Sites functionality will be used to support some of the collaboration and social computing requirements for the STTR System. Although not shown, the use of a SharePoint App Store is also a possibility for the STTR System.

- **Interoperation Point 2** recognizes that Dynamics CRM and the planning system must be synchronized with Active Directory accounts.

- **Interoperation Point 3** indicates that legacy user interfaces (e.g., for Cognos reports, or OLAP analysis) might be embedded into the STTR System's forms/dashboards through iFrames or client-side JavaScript calls to platform services.

- **Interoperation Points 4, 5, 6 and 8** indicate that key Supervisory information that is stored external to the STTR Core Platform will need to be made available on a real-time or batch basis, either through WCF data services (in blue) or a view layer in the source database (darker blue). CRM data integration software can be used to facilitate this interoperation. (**Note:** OSFI must procure and provide this data interoperation software for installing and integration as part of the STTR System.)
  - The Master Data Hub is an existing data warehouse for master data, but other MDS databases and Systems-of-Record databases also fall under the umbrella of master data sources.
  - The Return Data EDW provides access to regulatory return data that is collected in the Regulatory Return System (RRS), a tri-agency system hosted at the Bank of Canada. RRS data exports are brought into OSFI by the Conveyer application for ETL into the MDH and Return Data EDW.
  - The ERP EDW provides access to data that is managed by externally hosted HR and Finance ERP's (SAP and PeopleSoft) and cached at OSFI. Note that, currently, OSFI uses an on-premises application called HR Director for HR management, but a move to PeopleSoft is on the IM/IT roadmap. Also note that there have been indications that a GC service bus will eventually be provided for interoperation with SAP and PeopleSoft, but the service bus is not shown here. Currently, SAP data exports are brought into OSFI by the Conveyer application for ETL into the ERP EDW (and vise versa).
  - The CMS database is the application database for a line-of-business case management system called L&A CMS. It is used to manage the approval process for new FRFIs, and case data is used by Supervisors. It is possible that these requirements can be met by integrating L&A CMS screens via an iFrame instead of doing data-level integration.

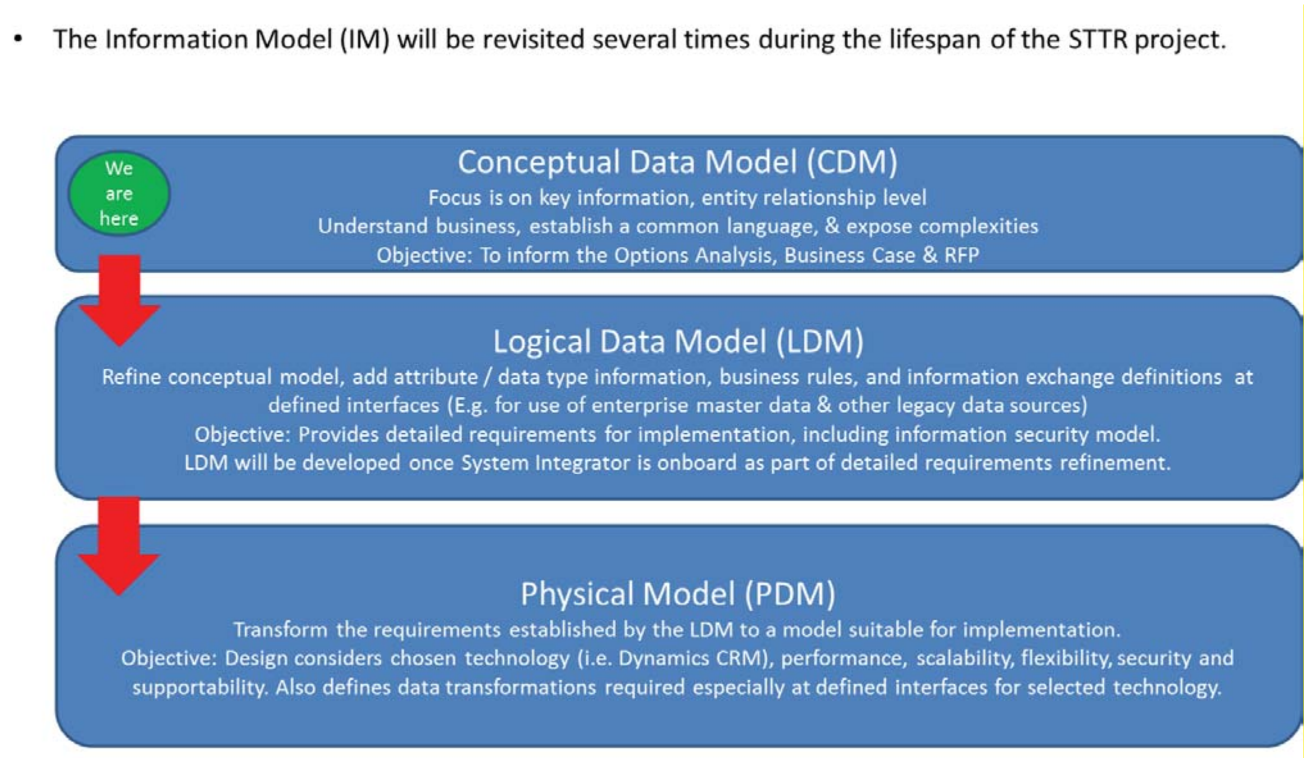
- **Interoperation Point 7** represents the potential need for a data warehouse to support, for example, reporting and/or Advisory analysis that cannot be accomplished in the STTR Core Platform itself. Note that data could flow both ways in this case. The need for this data warehouse will depend on detailed requirements, but, at the time of writing, it seems probable that it will be needed. OSFI follows a standard data-firewall pattern for data warehouse development.

- **Interoperation Point 9** represents the ability to access calculated data in the SSAS returns cube that is not available via the Return Data EDW. Detailed requirements and design will be needed to confirm that this type of integration will actually be needed, given that calculated data is also available through Cognos reports and the Cognos front-end application interface, but the Interoperation Point has been included as a possible requirement.

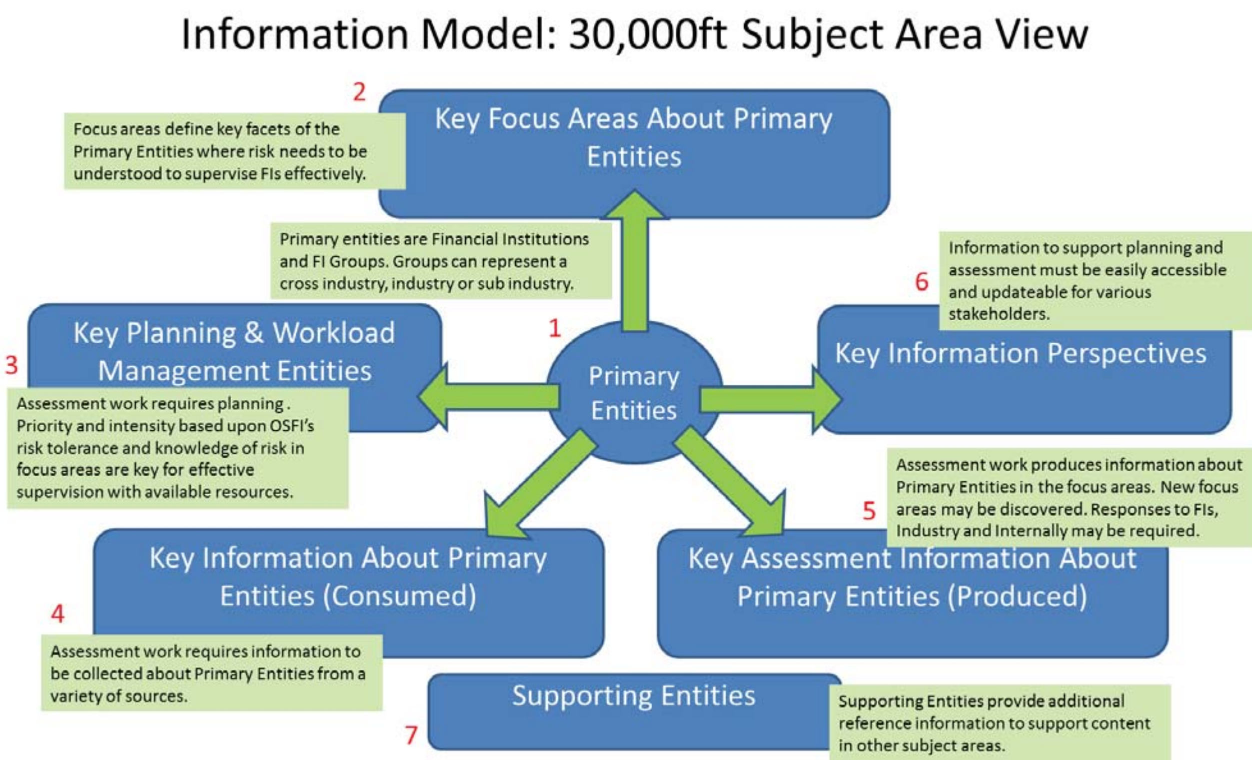
- Currently, OSFI’s mobility strategy is focused on the use of BlackBerry devices (not shown) and light-weight laptops running Windows. Given that mobility requirements for STTR have lower business value than other requirements and will not be released to production until STTR System Development track 4, OSFI’s mobility strategy could change by the time that this capability is addressed. Note that Offline access (with the ability to resynchronize changes with the online system) is an important requirement for the STTR System, as is secure VPN access to the system from locations outside of OSFI (e.g., from home, from FRFI sites, from hotels while traveling, etc.). (**Note:** If required, OSFI will procure and provide third-party software products to meet mobility and offline requirements.).

Note: OSFI’s AS group will provide guidance and oversight and must approve any changes that are made to OSFI’s enterprise common components.

4.2 STTR System Information Architecture

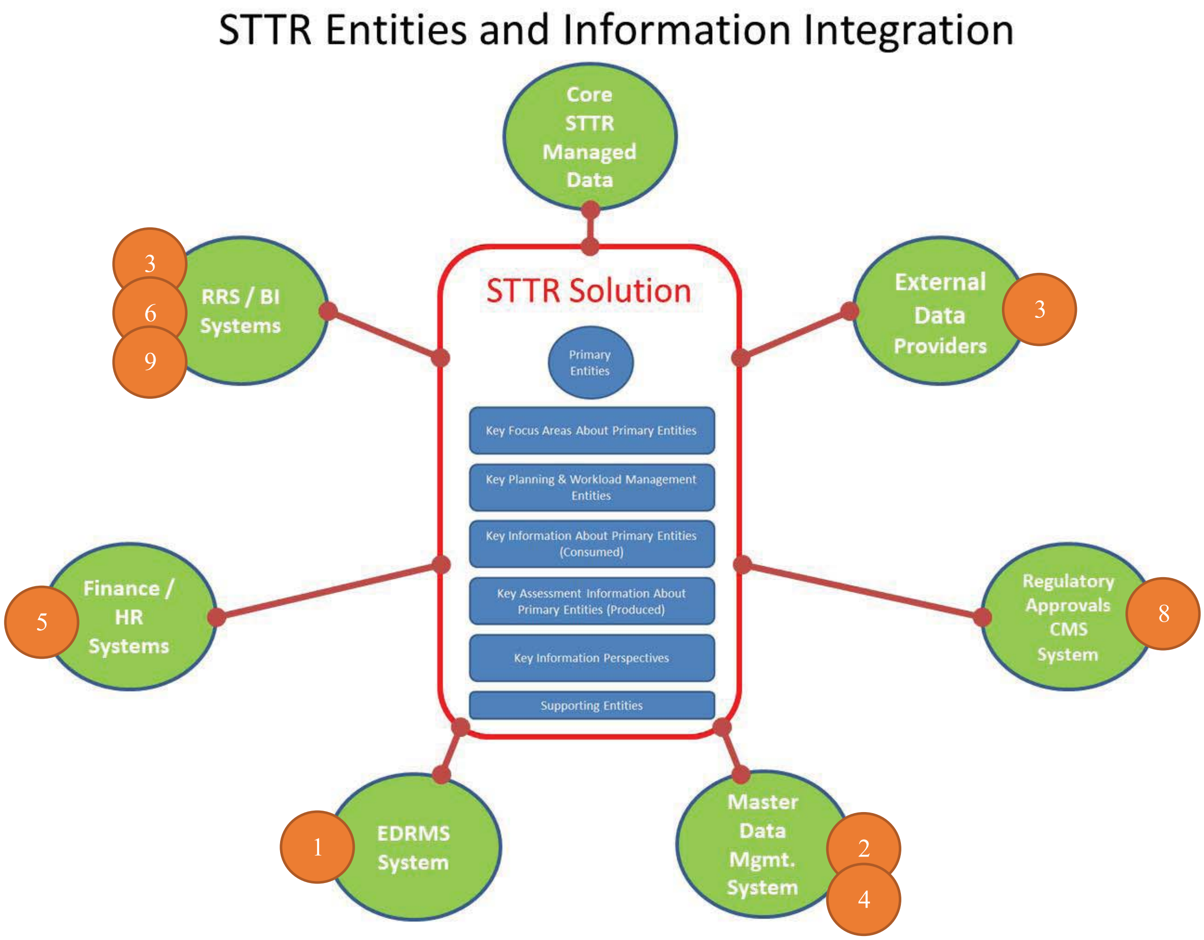


Note: “STTR Managed Data” is defined in Attachment 4 Glossary of Acronyms and Terms and Appendix D.



Note that the numbers above simply provide a narrative sequence for the diagram.

The STTR System will require significant data integration with other systems at OSFI. Key datasets that will require to be integrated are shown in the next diagram. Note that numbers next to each dataset provide a mapping back to the physical components shown in the High Level Architecture Context diagram shown earlier. Where more than one number is shown for a specific dataset this is indicative that multiple physical integration points exist for different subsets and views of that dataset. Core STTR Managed Data represents the MS Dynamics CRM platform where core supervisory assessment data will be managed.



Refer to Part 3 of Appendix A, Additional Background Information, for additional including model entities and definitions.

4.3 OSFI Technical Environment

4.3.1 Standard Technologies

The following table presents OSFI's current-state technology standards as approved by OSFI's Enterprise Architecture Council (EAC), as well as additional de facto standards that are emerging or currently in the EAC pipeline. OSFI is primarily a Microsoft and Cognos-centric IM/IT shop and this list is a subset of the technologies used by OSFI, however, it includes key technology standards that are expected to be relevant for development of the STTR System and is subject to change.

Technology Domain	Current Technology Standards
EDRMS	SharePoint 2013 SP1
	Icefire PointFire for SharePoint 2013
	Bamboo Solution WebParts for SharePoint 2013
	Office Web App Server for SP 2013
	RecordPoint for SharePoint 2013
BI Reporting and Analytics	Cognos 10.2 (Analysis Studio, ReportNet)
	SQL Server Analysis Services (SSAS) 2014
	Power Pivot for Excel 2010

Technology Domain	Current Technology Standards
	Power Query for Excel 2010
RDBMS and Master Data Management	SQL Server Enterprise Edition 2014 SP1
	Microsoft Master Data Services (MDS) 2016
Data Integration (ETL)	SQL Server Integration Services (SSIS) 2014
Email	Microsoft Exchange Server 2010
	Colligo Email Manager 5.2
Office Productivity	Microsoft Office Professional Plus 2010
	Microsoft Visio Premium 2010
Browser	Internet Explorer 11
Server Operating System	Windows Server 2012 R2
Workstation Operating System	Windows 7 Enterprise SP1, with upgrade to Windows 10 underway
Programming Languages/Frameworks	Net 4.5 (ASP.NET, C#.NET, Entity Framework, etc.)
	HTML5
	CSS 2
	JavaScript , for JavaScript compatibility with IE 11 refer to https://msdn.microsoft.com/en-us/library/s4esdbwz(v=vs.94).aspx
	JavaScript Frameworks: jQuery, Ajax, Bootstrap (with Angular 2, Typescript and Knockout emerging)

OSFI utilizes SharePoint both as an EDRMS system as well as a rapid application development platform. OSFI`s SharePoint 2013 deployment does use a number of platform add-ons, such as Icefire's PointFire for SharePoint 2013 (which provides multi-lingual support) and Boost Solutions web parts. Colligo Email Manager is an Outlook add-on that enhances drag-and-drop of emails into SharePoint. RecordPoint is another SharePoint add-on that will be introduced before fiscal year end to enhance record management functionality. OSFI also has SharePoint 2010 farms (SP2) supporting its Internet web presence and several legacy applications. An upgrade of these farms to SharePoint 2013 is on the IM/IT roadmap.

OSFI has a mature BI practice. OSFI's BI stack consists of a combination of Cognos tools with Microsoft's SSAS as the OLAP provider. For the STTR System, OSFI expects to rely on real-time analytics within Dynamics CRM to a greater extent than its traditional BI stack. Through requirements analysis and refinement activities, the Contractor will determine if it is necessary to surface some of OSFI`s existing BI reports through the STTR System GUI and /or develop new BI deliverables such as an data warehouse. OSFI currently has near-term projects on its IM/IT roadmap that will use Microsoft self-service BI capability, such as Power Pivot and Power Query, so a BI self-service capability is in play if needed.

Microsoft SSIS is OSFI's ETL tool of choice. OSFI has a Master Data Hub and a number of Enterprise Data Warehouses (EDWs) within its enterprise architecture. Recently, OSFI has adopted Microsoft's Master Data Services (MDS) to supplement capabilities provided by MDH and help OSFI's EIM and EA groups as well as select authorized users, manage and govern master data.

OSFI employs a number of mature SOAP and RESTful web-services that have been developed in-house using the Windows Communication Foundation (WCF) framework. The Microsoft Entity Framework is used for relational-to-OO mapping. Our programming language of choice is C#. A standard set of JavaScript frameworks has not been selected yet, but OSFI is exploring the use of frameworks that are promoted by Microsoft; namely, Angular 2 and KnockOut.

OSFI does have upgrade initiatives on its IM/IT roadmap; the most likely upgrades that will align with the start of the development of the STTR System will be for Office, Exchange and Windows Workstation. OSFI has plans to explore the feasibility of a SharePoint 2016 upgrade prior to the start of STTR Project SD Track 1. As of June 2017, OSFI does not have plans to move to O365, but the use of Government of Canada (GC) certified cloud offerings is looking more viable given the new cloud-centric GC IT strategy.

4.3.2 Standard Development Tools

OSFI's architectural models are captured in the ABACUS modeling tool. Data models are captured in ERwin. Visio is used for most other types of modeling, though Visual Studio's modeling features are occasionally used as well.

Visual Studio is OSFI's integrated development environment (IDE) of choice, though Visual Studio Code is an emerging standard for developing client-centric applications. Testing is also done in Visual Studio using the Test Manager and the TFS Test Web Interface.

Code and other development artifacts are stored and version controlled in Team Foundation Server.

Agile practices are conducted with the aid of:

- TFS Backlog Manager with Features, User Stories
- SmartWord4TFS Export / Import for stakeholder reviews of Features and User Stories
- TFS Scrum Board
- TFS Agile Reports
- TFS Queries for ad hoc reporting on Work Items and other TFS objects
- Microsoft Office (including Outlook, Word, Excel, and PowerPoint)
- Microsoft Project
- Microsoft Visio

OSFI's current key development tool standards are shown in the following table. Note that the versions of these tools are subject to change over time.

Software Development Tool Category	Current OSFI Standards
Modeling Tools	ERwin Inc. ERwin Data Modeler v9.6
	Avolution Software (ABACUS) Enterprise Architecture Suite 4.4.0 (Architect, Designer and Publisher modules)
	Microsoft Visio Premium 2010
Integrated Development Environment (IDE)	Visual Studio 2015 (with SmartWord4TFS 2015 for Microsoft Word requirements documents)
	Visual Studio Code (emerging)
Test Tools	Visual Studio 2015 (Test Manager and the TFS Test Web Interface)
Source Management Tool	Team Foundation Server 2015
Build and Release Tool	Team Foundation Server 2015
Bug and Issue Tracking	Team Foundation Server 2015

4.4 Key Technologies for the STTR System

4.4.1 Overview

OSFI expects that development of the STTR System will mostly involve configuration of Dynamics CRM, SharePoint, and a third-party Enterprise Planning tool, rather than adding custom code to those platforms. There are a number of business processes that are supported out-of-the-box by Dynamics CRM (e.g., Sales, Marketing Automation, Customer Service, Field Service Support) and OSFI will leverage out-of-the-box functionality where it aligns with the STTR System requirements. Configuration will be required in order to better tailor the platform for the STTR System. This is consistent with Microsoft's promotion of Dynamics CRM as an "xRM" rapid application development platform.

In addition, it is expected that the STTR System will require some custom code and third-party software (i.e. platform extensions) to fully address the business requirements. For example, the level of eSpace integration that OSFI's end-users expect will likely require customization or extension (e.g. A custom coded CRM Plug-In and user-control to obtain a document set URL in eSpace where a CRM entity will store its documents, giving the user access to this document set from CRM through an iFrame). OSFI will consider customizations/extensions only where there is a supporting business justification.

4.4.2 Licensed Software Provided by OSFI

OSFI will provide the following licensed software for the STTR System:

OSFI Provided Licensed Software	
Dynamics CRM Platform	**SharePoint Platform**
OSFI will provide Dynamics CRM licenses for on-premises development and business use of the STTR System. The purchase of these licenses will be obtained under the Government of Canada Shared Case Management System (SCMS) Program Service, including: • Dynamics CRM 2015 Server including Dynamics CRM Software Development Kit • Dynamics CRM 2015 External Connector • Dynamics CRM Client Access Licence (CAL) **Note:** The version of Dynamics CRM software is subject to change, it is expected that a more recent version will be available by the Contract award date.	OSFI currently owns sufficient SharePoint 2013 licenses to give all OSFI employees in all regional OSFI offices access to eSpace (OSFI's SharePoint-based enterprise EDRMS system). **Note:** The version of SharePoint used for the STTR System will be determined by a SharePoint Upgrade Study to be conducted. OSFI will provide any additional on-premises SharePoint licenses that are required for development and operation of the STTR System. Equivalent licenses will be provided if a different version of SharePoint is selected.
CRM Document Generation Software	**CRM Integration Software**
Although the STTR Project will transition OSFI Supervision from document-centric business processes to processes that capture structured information through forms, there will be a need to generate documents from structured data stored by Dynamics CRM. To meet this need, OSFI will select and provide licenses for document generation software that can be integrated with Dynamics CRM (e.g. XpertDoc).	The STTR System will require integration of a number of structured data repositories with Dynamics CRM. To facilitate this work, OSFI will select and provide licenses for Dynamics CRM integration software. Since OSFI's standard data integration platform is SSIS, OSFI's preference for Dynamics CRM integration software will likely be an extension for SSIS such as KingswaySoft's SSIS Integration Toolkit for MS Dynamics CRM.
CRM Outlook Integration	**CRM External Portal Framework**
The STTR System will employ out-of-the-box integration between Dynamics CRM and Outlook. This integration necessitates the use of Dynamics CRM for Outlook. **Note:** No additional licenses will be necessary for this integration as a user or device licensed with any Dynamics CRM CAL can access the solution functionality using Dynamics CRM client applications such as Dynamics CRM for Outlook, Dynamics CRM web application, Dynamics CRM Mobile express, and Dynamics CRM for iPad & Windows 8.	STTR Project SD Track 4 will create an Extranet portal through which FRFI representatives and partners will receive requests for information from Supervision and through which these external users can provide both structured data via forms and ad hoc unstructured documents (e.g., such as FRFI evidence documentation). Structured data will be stored in Dynamics CRM, while documents will be stored in eSpace and may be associated with Dynamics CRM cases and entities. OSFI will select and provide licenses for any separately licensed products that are needed to for

OSFI Provided Licensed Software	
	the development of an external facing CRM portal (e.g. MS Adxstudio).
CRM Mobile/Offline Software	**Scenario Analysis Software**
STTR Project SD Track 4 will also enable mobile and offline functionality for the STTR System. At the time this document is being written, mobile and offline functionality is evolving rapidly, with out-of-the-box Dynamics CRM functionality becoming competitive with products provided by Microsoft partners (such as Resco.net's Resco Mobile CRM offering). OSFI will select and provide licenses for software supporting mobile and offline capability in Dynamics CRM if out-of-the-box platform functionality cannot address the identified business requirements.	Another STTR Project SD Track 4 release will provide OSFI Supervision staff with Scenario Analysis capability. It is expected that this type of analytics can be provided by leveraging OSFI's Business Intelligence (BI) platform investment. Should this not be the case, OSFI will be responsible for selecting and providing licenses for an analytics tool that can be integrated with the STTR System and provide the required scenario analysis capability.

4.4.3 Licensed Software Provided by the Contractor

Contractor Provided Licensed Software	
Enterprise Planning Software	**Rich Text Controls for CRM**
The STTR System must provide OSFI Supervision staff with Supervisory planning functionality. Current out-of-the-box planning capability available in the on-premises Dynamics CRM platform does not meet Supervision's need, as such it may be necessary to acquire a separate planning product to meet this need (e.g. Assistance Software's Assistance PSA, Microsoft Project Server, Upland Tenrox PSA, etc.).However, out-of-the-box planning capability in Dynamics CRM is evolving rapidly in the cloud and could conceivably be offered on-premises within the STTR Project time frame for SD Track 1. The Contractor may be requested to provide an Enterprise Planning Tool software in accordance with the requirements stipulated in section 8.1.	Supervision staff will use Dynamics CRM to capture narrative text such as decision rationales and descriptions of Supervisory issues. It will be necessary to format this text using tables, bulleted lists and other rich-text structures. Currently Dynamics CRM does not provide out-of-the-box support for rich text form controls. However there are CRM platform extensions (i.e. third-party software) that provide this capability. The Contractor must provide a Rich Text Control software in accordance with the requirements stipulated in section 8.2.
	Spelling/Grammar Checking Software
	As described above, the STTR System will be used by OSFI Supervision staff to capture narrative text. It will therefore be important to have a user friendly and well integrated spelling and grammar checking capability available to support end-users. Furthermore, this capability must be compatible with the Rich Text Control software mentioned previously.

5. OVERVIEW OF CONTRACTOR REQUIREMENTS

5.1 Work Requirements

The Work to be delivered by the Contractor includes but is not limited to:

Reference

a) Provision of a Contractor Work Team (professional services resources), led by the Contractor PM, to deliver the Work under the Contract, including Project Management of all Contractor Work[2] and support to the STTR Project governance process; — SOW 6

b) Provision of Organizational Change Management (OCM) expert guidance and advice related to OCM best practices, tools and techniques as well as additional as and when requested TA resources to support the development and execution of various OCM deliverables; — SOW 7

c) Provision, if requested, of optional third-party software to augment the functionality of Dynamics CRM (including an Enterprise Planning tool, Rich Text Control software and Spelling/Grammar Checking software); — SOW 8

d) System Integration (SI) professional services required to implement, through a series of Releases, the new STTR System including: — SOW 9 - 12
   a. Onboarding of the Contractor Project Management Team and Contractor Work Team;
   b. Support of OSFI-led Infrastructure work;
   c. Support of OSFI-led Common Component work
   d. Application Construction work, including:
      1) Definition of each Release
         - Validation and refinement of OSFI's product backlog (i.e. requirements) for each Release;
         - Development and delivery of the high level architecture for each Release;
         - Development and delivery of the Release Plan for each Release; and
         - Development and delivery of cost estimates to develop and configure each Release.
      2) Development and Configuration Phase
         - Development and delivery of the detailed solution and user experience (UX) designs for each Release;
         - Development and delivery of system security controls for eacxh Release;
         - Configuration and coding (as required) of each Release ;
         - Testing (Unit, SIT, Performance, UAT support); and
         - Collaboration with the OSFI Team as required to support OSFI-led changes to common components.
   e. Transition and knowledge transfer to OSFI operational staff within Supervision and IM/IT sectors and groups.

e) Migration and reconciliation of structured data and support of OSFI-led data migration readiness activities; — SOW 13

f) Provision of ad-hoc IM/IT advisory and technical professional services, on an as and when requested TA basis, to support OSFI-led STTR Project activities; — SOW 14

g) (optional) Provision of SI professional services, on an as and when requested TA basis, required to roll-out the Enterprise Planning tool across OSFI; and — SOW 15

[2] The Contractor's Work includes the work set-out in this SOW document plus all subsequently approved TAs.

h) Provision, if requested, of optional Application Support Services. SOW 16

5.2 Summary of Contractor Work Packages, Associated Deliverable and Target Schedule

Professional Services related Work under the Contract will be approved and executed through a series of work packages, authorized through approved Task Authorizations (TAs) in accordance with the Tasking Assessment Procedure set-out in Appendix A to Annex A. Some work packages (i.e. TAs) will be delivered on a Firm Fixed Price Basis and some on a Per Diem (to a Maximum Limitation).

The provision of optional COTS software and associated COTS software maintenance and support services will be authorized through a formal Contract amendment in accordance with the terms and conditions of this Contract.

As previously noted, each Release (1 – 7) of the STTR System will begin with the Definition phase during which cost estimates will be developed for the subsequent Development and Configuration (phase) of each associated Release. A separate TA will be issued to develop and configure each Release as applicable.

The anticipated Contractor work packages, and the associated Basis of Payment (BOP) for the applicable TAs, are summarized as follows:

STTR Project Work Stream / Track	Contractor Work Requirements	Contractor Work Packages (anticipated TAs)	Basis of Payment
All	**Contractor Organization and Management** (SOW 6)	Contractor's Project Management Team (TA#2 as detailed in SOW 6.1.3)	**Monthly Fee***
	Third-Party Software (Optional) (SOW 8)	Provision of an Enterprise Planning software tool (optional)	**Fixed Price* Optional Requirement**
		Provision of a Rich Text Control software (optional)	**Fixed Price* Optional Requirement**
		Provision of Spelling/Grammar Checking software (optional)	**Fixed Price* Optional Requirement**
	Contractor Onboarding (SOW 9) **Note:** TA #1 deliverables **must** be completed within 3 months of Contract award	TA #1 Contractor Onboarding deliverables include: 1) Review and provide input to OSFI draft documents 2) Establish rules of engagement and Onboard Resources 3) Develop Quality Management (QM) Plan 4) Develop Risk Management (RM) Plan 5) Develop Deliverable Review and Acceptance Process 6) Update and finalize the Contractor Work Plan (CWP) and Contractor Schedule (CS) **Note to Bidders:** Only the CWP and CS must be proposed at time of RFP, all other TA#1 deliverables (i.e.1-5 above) are post-contract award requirements.	**Fixed Price TA***
Organizational Change Management (OCM)	**OCM Support** (SOW 7)	Provision of OCM guidance and advice, and additional OCM resources as and when requested, to support OSFI led-OCM activities	As and when requested

STTR Project Work Stream / Track	Contractor Work Requirements	Contractor Work Packages (anticipated TAs)	Basis of Payment
SD Track 1	**Infrastructure Work** (SOW 10)	Develop the Infrastructure Design for the STTR System	**Fixed Price TA***
		Support OSFI-led set-up of the Infrastructure Set-up (in Ottawa)	As and when requested
	Common Components (SOW 11)	Support OSFI-led Common Component Work	As and when requested
	Release #1 - Planning (SOW 12) **Note:** Release #1 **must** be implemented by September 2019 to coincide with OSFI's annual planning cycle	Complete the Definition Phase for Release 1	**Fixed Price TA***
		Develop and Configure Release 1	As and when requested
SD Track 2	**Release #2 – Risk Assessment Foundations** (SOW 12)	Complete the Definition Phase for Release 2	**Fixed Price TA***
		Develop and Configure Release 2	As and when requested
SD Track 3	**Release #3 – Risk Assessment Processes** (SOW 12)	Complete the Definition Phase for Release 3	**Fixed Price TA***
		Develop and Configure Release 3	As and when requested
SD Track 4	**Release #4 – Mobile and Offline** (SOW 12)	Complete the Definition Phase for Release 4	**Fixed Price TA***
		Develop and Configure Release 4	As and when requested
	Release #5 – Scenario Analysis (SOW 12)	Complete the Definition Phase for Release 5	**Fixed Price TA***
		Develop and Configure Release 5	As and when requested
	Release #6 – Consistency Assessment (SOW 12)	Complete the Definition Phase for Release 6	**Fixed Price TA***
		Develop and Configure Release 6	As and when requested

STTR Project Work Stream / Track	Contractor Work Requirements	Contractor Work Packages (anticipated TAs)	Basis of Payment
	Release #7 – FRFI Portal (SOW 12)	Complete the Definition Phase for Release 7	**Fixed Price TA***
		Develop and Configure Release 7	As and when requested
	Note: Definition Phase work for Release 4 – 7 are anticipated to be conducted concurrently, followed by the sequential Development and Configuration of each Release.		
DM Track 1	**Release #1 – Master Data** (SOW 13)	Complete the Definition Phase for Release 1	**Fixed Price TA***
		Migrate data for Release 1	As and when requested
DM Track 2	**Release #2 – Risk Assessment Data** (SOW 13)	Complete the Definition Phase for Release 2	**Fixed Price TA***
		Migrate data for Release 2	As and when requested
Optional SI Services	**Advisory and Ad-Hoc Support Services (as requested)** (SOW 14)	Ad-hoc IM/IT advisory and technical services as requested to support OSFI-led STTR Project activities (Note: Multiple TAs, for different expertise / resources, could be required)	As and when requested
	Agency-wide roll-out of Enterprise Planning Tool (optional) (SOW 15)	Develop detailed requirements and design for OSFI-wide roll-out of Enterprise Planning solution	As and when requested
		Develop and Configure OSFI-wide Enterprise Planning Solution	As and when requested
Support & Benefits Realization	**Post-implementation Support (Optional)** (SOW 16)	(Optional) Application Support Services	As and when requested

Notes:

(1) * indicates items that are proposed and priced at time of RFP.
(2) As and when requested Work refers to additional Work which may be requested via TAs after Contract award. TAs may be issued on a Per Diem (to a Maximum Limitation) basis or a Fixed Price basis in accordance with the Contract Terms and Conditions and the associated Per Diem Rates set out in the Contract Basis of Payment.
(3) Optional Third-Party Software, and associated COTS Software Maintenance and Support services, if requested, will be exercised via a formal Contract amendment.

6. CONTRACTOR ORGANIZATION AND MANAGEMENT REQUIREMENTS

6.1 Contractor Organization

6.1.1 Contractor Governance

The Contractor must utilize a formally documented Governance Model to manage its Work. The Contractor Governance Model must work in conjunction with, and be complementary to, the OSFI Project Governance Structure set out in sections 2.4-2.5 above. The Contractor's Governance Model must identify, at a minimum, individuals to fulfill the following responsibilities:

a) **Client Executive** - A senior executive resource with overall responsibility, on behalf of the Contractor, for all obligations under this Contract that is the escalation point for issues that cannot be resolved at an operational level. The designated senior executive is the point of contact for the OSFI Chief Information Officer (CIO) and the STTR Project Executive Sponsor. This role is to be fulfilled at no direct cost to Canada and the designated individual must be clearly specified in the Contractor Governance Model.

b) **Contractor Project Manager** – A senior project management resource with responsibility, on behalf of the Contractor, for the delivery of the Work. The designated Contractor Project Manager (Contractor PM) is the point of contact for the STTR Project Manager (i.e. Technical Authority) and as such must support STTR Project Reporting requirements and other project management meetings as requested. The Contractor PM is responsible for managing the relationship between the Contractor and OSFI's Business and IT stakeholders. This role and the designated individual must be clearly specified in the Contractor Governance Model. **Note:** Subsequent to the completion of TA#1: Contractor Onboarding, the Contractor PM will be paid under TA#2: Contractor Project Management Team, refer to SOW section 6.1.3.

6.1.2 Contractor Work Team

a) Work under the Contract will be authorized through the TA process described under Part 7 of this Contract. To deliver the Work under each TA, the Contractor must make available and utilize key named professional services resources to fulfil the job category roles described in d) below (hereafter referred to as the Contractor Work Team), The Contractor Work Team will be led by the Contractor PM.

b) In addition to the key named professional services job category resources identified in d) below, each TA's Contractor Work Team may also include any additional as required job category resources identified in section 6.2 below.

c) For each TA, the composition of the Contractor Work Team job category resource mix and associated level of effort for the:
   i. key named resource job categories identified in d) below; and
   ii. the additional as required job category resources identified in 6.2 below

   will be at the discretion of the Contractor and Canada in accordance with the Task Authorization process set out under the Contract.

d) At a minimum, the Contractor Work Team must include key named individual resources to fulfill the following job category roles, on an as and when requested basis, for the duration of the SD and DM Work Streams of the STTR Project to ensure continuity of key named resources:

   i. **Contractor PM** (as stipulated in 6.1.1above) that is located on-site at OSFI in Toronto. The level of effort associated with this role is expected to be equivalent to full-time (i.e. Monday to Friday). **Note:** Subsequent to the completion of TA#1: Contractor Onboarding, the Contractor PM will be paid under TA#2: Contractor Project Management Team, refer to SOW section 6.1.3.

ii. **OCM Specialist** - that is available to meet regularly with the OSFI OCM Team on-site at OSFI in Toronto, for the duration of the STTR Project lifecycle including post-deployment. It is expected that the level of effort associated with this role will be a minimum of one day per week (on average). **Note**: A TA will be issued for the OCM Specialist after Contract award and following completion of TA#1, Contractor Onboarding.

iii. **Solution / Application Architect** - that is available on-site at OSFI in Ottawa. It is anticipated that travel between Ottawa and Toronto will be required.

iv. **Information Architect** - that is that is available on-site at OSFI in Ottawa. It is anticipated that travel between Ottawa and Toronto will be required.

v. **Dynamics CRM Development Specialist** - that is available on-site at OSFI in Toronto

vi. **SharePoint Development Specialist** - that is available on-site at OSFI in Toronto.

vii. **User Experience Specialist** - that is available on-site at OSFI in Toronto.

viii. **Business Analyst (BA Lead)** - that is available on-site at OSFI in Toronto.

6.1.3 Task Authorization (TA) #2: Contractor Project Management Team

The Contractor must provide the Project Management Team identified in its Bid to perform the ongoing Project Management functions necessary to meet the requirements set-out in sections 6.4 – 6.9 below. The Contractor's Project Management Team must include the Contractor PM and any additional (full-time or part-time) resources (e.g. Project Coordinator resource, etc.) the Contractor deems necessary in accordance with the approved TA#2. As the Contractor PM will be billed on a full-time basis under the Contractor Project Management Team, although the Contractor PM may be involved in the delivery of other Work to support various TAs, the Contractor must not double-bill the services of the Contractor PM under other TAs.

Note: A Task Authorization (TA#2) will be issued to provide for the Contractor Project Management Team for the twelve month period following completion of TA#1, Contractor Onboarding. Canada will elaborate the final Project Management requirements after Contract award in accordance with the Tasking Assessment Procedure set out under Appendix A of Annex A of this Contract..

6.2 Professional Services Resources

The Contractor must provide qualified Professional Service (PS) resources in the resource categories identified below as required to meet the requirements of the Contract and Task Authorizations as applicable. All PS resources must meet the mandatory requirements associated with the applicable resource category as identified in Attachment 3, Resource Criteria, of this SOW.

i. Contractor PM
ii. Project Coordinator
iii. Business Analyst
iv. Solution/Application Architect
v. Information Architect
vi. Infrastructure / Technology Architect
vii. Dynamics CRM Development Specialist
viii. SharePoint Development Specialist
ix. Business Intelligence (BI) Developer

x. Programmer/Software Developer
xi. User Experience (UX) Specialist
xii. Test Manager
xiii. Tester
xiv. OCM Specialist
xv. OCM Communications Specialist
xvi. Courseware Developer
xvii. Instructor
xviii. Translator
xix. Data Entry Clerk

Additional PS resources categories may be added, as agreed between OSFI and the Contractor, if required to support the delivery of Work described herein.

6.2.1 Contractor Project Manager (Contractor PM)

Typical tasks and activities associated with role include, but are not limited to, the following:

a) Work with the STTR PM and STTR Project Team to define a hybrid agile methodology to support the delivery of the Work that is compatible with existing OSFI SDLC and Project Management Framework;
b) Conduct project management activities and produce project management artifacts and deliverables as per the agreed to methodology;
c) Manage the Work to be delivered under the Contract during the elaboration, construction/COTS integration, testing and transition activities by ensuring that resources are made available and that the Work is developed and is fully operational within previously agreed time, cost and performance parameters;
d) Determine the composition, roles and responsibilities, budgetary requirements and terms of reference for the Work to be delivered under the Contract;
e) Develop and maintain project Work Breakdown Structures and schedules, conducting critical path analysis and identifying project scheduling and dependency issues for the Work to be delivered under the Contract;
f) Lead agile development practices including but not limited to Release Planning and SPRINT planning;
g) Coordinate integration/customization activities involving data integration and/or common components with OSFI IM/IT Application Services SMEs;
h) Coordinate infrastructure setup activities with OSFI IM/IT Infrastructure SMEs;
i) Procure and provide third party products as required under the Contract; and
j) Report progress of the Work to be delivered under the Contract on an ongoing basis and at scheduled points in the life cycle.

6.2.2 Project Coordinator

Typical tasks and activities associated with role include, but are not limited to, the following:

a) Assist the Contractor PM in developing and maintaining/updating the Contractor's project control and reporting documents;
b) Liaison, on behalf of the Contractor PM, with technical and business project team members to obtain status updates;
c) Assist Contractor Work Team members in performing administrative tasks to support project tasks and activities;
d) Use MS Office (including Word, PowerPoint, Excel, and Visio) to perform work;
e) Use MS Project to update the Contractor's project schedule;
f) Use document management software to perform work;
g) Maintain Contract documents and track the Contractor's change requests;
h) Prepare and track Task Authorizations on behalf of the Contractor;

i) Coordinate project team meetings and events and prepare minutes/notes; and
j) Support the Contractor PM with other project responsibilities as requested.

6.2.3 Business Analyst

Typical tasks and activities associated with role include, but are not limited to, the following:

a) Participate in agile "pig" activities (e.g. SCRUMs) and perform as SCRUM Master when requested by Contractor PM;
b) Lead requirements gathering and refinement and development of detailed requirements;
c) Work with business sponsors very early in system development to define CRM and SharePoint end-user roles and permission sets for system;
d) Facilitate and co-lead business functionality prototyping sessions with CRM and SharePoint specialists (esp. client-facing sessions);
e) Establish acceptance test criteria with client;
f) Participate in definition of CRM related UAT and PROD sanity tests;
g) Ensure traceability of requirements to sprint "releases";
h) Organize OSFI facing meetings and coordinate communications with OSFI regarding development and test tasks;
i) Perform business analyses of functional requirements to identify information, procedure, and decision flows;
j) Evaluate existing procedures and methods, identify and document items such as database content, structure, application subsystems;
k) Develop data dictionary;
l) Define and document interfaces of manual to automated operations within application subsystems, to external systems, and between new and existing systems; and
m) Identify candidate business processes for re-design, prototype potential solutions, provide trade-off information and suggest a recommended course of action.

6.2.4 Solution / Application Architect

Typical tasks and activities associated with role include, but are not limited to, the following:

a) Identify the policies and requirements that drive out a particular solution architecture;
b) Develop solution architectures, frameworks and strategies to meet the business and nonfunctional requirements;
c) Provide expert guidance and advice regarding Dynamics CRM and SharePoint features & administration in support of the definition and implementation of business solutions;
d) Work with architecture governance bodies to review work products ensuring standards are met;
e) Select an architectural approach that is consistent with the client's architectural standards and development practices that maximizes use of the client's existing technology standards;
f) Analyze and evaluate alternative business solutions to meet business problems, propose and seek approval for use of new technologies when existing technology standards do not support requirements ;
g) Ensure the effective integration of all aspects of the business solutions;
h) Ensure the business solution meets functional and nonfunctional security requirements;
i) Conduct workshops with stakeholders to ensure alignment and consensus, on the solution architecture;
j) Monitor industry trends and Government of Canada policies and directives to ensure that business solutions fit with government and industry directions for technology;
k) Monitor applicable software vendor roadmaps and plans to ensure that the proposed solution architecture is robust to vendor driven change (e.g. Microsoft);
l) Provide leadership and guidance to technical leads and subject matter experts;
m) Analyze functional and nonfunctional requirements to identify information procedures and data flows within the business solution;
n) Define application tiers. frameworks, component types and interfaces, as necessary to design, communicate and develop a business solution;

o) Evaluate existing procedures and methods, identify/document existing structured and unstructured information repository interfaces/content, identify/document existing application interfaces/sub-systems, identify/document existing integration between architectural components;
p) Define and document interfaces of manual to automated operations within application sub-systems, to external systems and between new and existing systems;
q) Provide advice and guidance to developers and other stakeholders who are responsible for implementing the business solution; and
r) Identify and document system specific standards relating to programming, documentation and testing, program libraries, data dictionaries, naming conventions etc.

6.2.5 Information Architect

Typical tasks and activities associated with role include, but are not limited to, the following:

a) Lead or perform information/data modeling in support of business process re-engineering (BPR) activities and in support of business requirements and nonfunctional requirements;
b) Provide technical assistance, guidance and direction in terms of structured and unstructured data analysis and modeling to team members;
c) Lead or participate in the development of data modeling, data quality and metadata policies and procedures;
d) Lead or provide advice in developing and integrating information models between business processes to eliminate information redundancies and assure data integrity;
e) Lead or provide advice in developing master data management aspects of the resulting System;
f) Work with the Solution Architect to ensure effective data integration within the resulting System;
g) Lead the strategy, plan and design required for data migration and reconciliation processes;
h) Produce source-target mapping specifications for use by the BI Developer for data integration and data migration processes;
i) Lead or provide advice to the BI Developer regarding data considerations for analytics and reports;
j) Participate in data analysis as a result of new/updated requirements;
k) Comply with corporate data architecture standards, strategies and frameworks, including enterprise data warehouse activities;
l) Provide input to refinement of legacy data architectures, as necessary to meet business and nonfunctional requirements;
m) Analyze and evaluate alternative information architecture solutions to meet business problems/requirements and incorporate into OSFI architecture;
n) Work closely with business stakeholders and information governance bodies to develop or align to information standards;
o) Work with the Solution Architect to ensure the solution meets functional and nonfunctional data security requirements; and
p) Review organization and GC architecture strategies and directions, data requirements, and business information needs and devise data structures to support them.

6.2.6 Infrastructure / Technology Architect

Typical tasks and activities associated with role include, but are not limited to, the following:

a) Lead or participate in definition and development of technical infrastructure architectures, farm topologies and strategies to meet the business and nonfunctional requirements;
b) Provide expert guidance and advice regarding the setup, administration, configuration and integration of Dynamics CRM and SharePoint farms in support of business solutions;
c) Lead or participate in developing scripts to automate setup of environmental infrastructure per technical architecture specifications;
d) Work with architecture governance bodies to review work products that ensure standards are met;
e) Identify the policies and requirements that drive out a particular solution;

f) Lead or participate in analyzing and evaluating alternative technology solutions, including Commercial Off the shelf (COTS) and Open Source products that are consistent with the client's architectural standards, to support the business solution;
g) Obtain approval for use of new technologies when existing technology standards do not support the business and nonfunctional requirements;
h) Ensure the integration of all aspects of technology solutions;
i) Ensure technology solutions are in compliance with security policies and requirements;
j) Participate in and assess results from Fit Gap assessments of various technology options;
k) Monitor industry trends to ensure that technical architectures fit with government and industry directions for technology;
l) Monitor vendor roadmaps and plans to ensure that the proposed technical architecture is robust to vendor driven change;
m) Provide information, direction and support for emerging technologies;
n) Lead or participate in impact analysis of technology changes;
o) Provide support to applications and technical support teams in the proper application of existing infrastructure;
p) Lead or participate in the review of the technical infrastructure design to recommend performance improvements;
q) Evaluate hardware and software relative to their ability to support specified requirements and, by determining potential and actual bottlenecks, and improve system performance through recommended hardware changes; and
r) Review computer software systems and data requirements as well as communication and response needs to plan for network and storage capacity.

6.2.7 Dynamics CRM Development Specialist

Typical tasks and activities associated with role include, but are not limited to, the following:

a) Perform MS Dynamics CRM platform administration, Active Directory, IIS and SQL Server administration and use PowerShell scripts as necessary to support development and testing of SharePoint-based line-of-business applications;
b) Develop Dynamics CRM prototypes to capture and/or clarify functional requirements;
c) Analyze, design, configure, administer and manage MS Dynamics CRM-based line-of-business applications;
d) Work with a User Experience (UX) Specialist to enhance the user experience of MS Dynamics CRM-based line-of-business applications (within constraints imposed by the platform capabilities);
e) Design and implement custom branding in Dynamics CRM;
f) Create and implement custom business process flows, entities (including cases), attributes, entity forms with tooltip help, entity views, themes, charts, and other functionality within MS Dynamics CRM in order to support the business requirements;
g) Deploy and configure 3rd party SharePoint platform extensions, but only as deemed necessary to meet the business requirements;
h) Develop mobile and offline access to MS Dynamics CRM-based line-of-business applications (including access to both out-of-the box and custom entity forms);
i) Customize the Dynamics CRM UI (including custom entity forms) through the use of JavaScript and iFrames, but only as deemed necessary to meet the business requirements;
j) Use Visual Studio to create custom WF workflows for use in Dynamics CRM-based line-of-business applications to meet the business requirements;
k) Design, develop and use Web Services (based on Microsoft frameworks such as ASP.NET Core, Microsoft ASP.NET Web API, and Microsoft Windows Communication Foundation) to facilitate development of MS Dynamics CRM-based line-of-business applications;
l) Extend the Dynamics CRM platform by using the supported API and C#.Net (e.g., Develop plug-ins for Dynamics CRM-based line-of-business applications), but only as deemed necessary to meet the business requirements;
m) Use Microsoft authentication, authorization and Single Sign on technologies to secure a Dynamics CRM-based line-of-business application; and

n) Ensure design decisions for MS Dynamics CRM-based line-of-business applications meet non-functional requirements, such as cyber-security requirements in a Dynamics CRM application context.

6.2.8 SharePoint Development Specialist

Typical tasks and activities associated with role include, but are not limited to, the following:

a) Perform SharePoint platform administration, Active Directory, IIS and SQL Server administration and use PowerShell scripts as necessary to support development and testing of SharePoint-based line-of-business applications;
b) Develop SharePoint prototypes to capture and/or clarify functional requirements;
c) Analyze, design, configure, administer and manage SharePoint-based line-of-business applications;
d) Work with a User Experience (UX) Specialist to enhance the user experience of SharePoint-based line-of-business applications (within constraints imposed by the platform capabilities);
e) Work with Information Architect to ensure SharePoint Information Architecture elements meet the client's Enterprise Information Management standards and best practices for SharePoint;
f) Design and implement SharePoint templates, customization, custom branding and web elements (HTML, CSS, XSL, XSLT, CAML, JavaScript);
g) Create customized SharePoint workflows using SharePoint Designer and Visual Studio;
h) Configure and/or implement SharePoint application services, sites, site collections, business intelligence features, master pages, templates, web parts, content types & policies, lists, libraries, workflows, authentication, security groups, permissions, Add-Ins and other functionality within SharePoint in order to support the business requirements;
i) Deploy and configure 3rd party SharePoint platform extensions when necessary to meet the business requirements;
j) Develop mobile and offline access to SharePoint-based line-of-business applications;
k) Conduct planning, configuration, implementation and roll-out of MySite & One-Drive for Business functionality to business end-users;
l) Conduct planning, configuration, implementation and roll-out of SharePoint Community Sites and Community Portals
m) Develop mobile and offline access of SharePoint-based line-of-business applications and other SharePoint platform functionality;
n) Migrate content between SharePoint sites on the same farm and between different SharePoint farms (which may be on different versions of SharePoint);
o) Design, develop and use Web Services (based on Microsoft frameworks such as ASP.NET Core, Microsoft ASP.NET Web API, and Microsoft Windows Communication Foundation) to facilitate development of SharePoint-based line-of-business applications that conform to SharePoint Add-In/App-Model best practices;
p) Design, develop and integrate with ASP.NET-based Web applications as needed to facilitate development of SharePoint-based line-of-business applications that conform to SharePoint Add-In/App-Model best practices;
o) Integrate information from SQL databases into SharePoint lists using integration functionality (such as with Business Connectivity Services);
p) Use SharePoint APIs to provide integrated management of documents collected and used in Dynamics CRM within selected SharePoint libraries, per detailed requirements;
q) Use Microsoft authentication, authorization and Single Sign on technologies to secure a SharePoint application; and
r) Ensure design decisions for SharePoint-based line-of-business applications meet non-functional requirements, such as cyber-security requirements in a SharePoint application context.

6.2.9 Business Intelligence (BI) Developer

Typical tasks and activities associated with role include, but are not limited to, the following:

a) Select and/or incorporate available software programs for ETL, reporting and analytics that are consistent with OSFI's technology standards;
b) Design and construct programs, data stores etc. using specialized tools and languages as required to extract and relate data, often from disparate information sources, and develop reports and displays intended to provide business intelligence to an organization or enterprise;
c) Work with the Information Architect and contribute to requirements for use of existing, or development of new, master data entities;
d) Collaborate with the Information Architect in information modeling efforts especially in regard to optimization of physical models required for reporting and analytics;
e) Utilize source-target mapping specifications to implement data integration, migration and reconciliation processes;
f) For data integration and data migration process design and implementation, consider factors such as data format, extent of information to be transferred to and from repositories, frequency of data refresh, variety of items to be processed, data integrity, extent of sorting, and format of final results;
g) Integrate 3rd party data purchased as subscriptions by the business client;
h) Contribute to the effective Data Governance of business data. This includes data quality, data management, data policies, business process management, and risk management surrounding the handling of business data;
i) Develop blended Business Intelligence reports using data from major business systems;
j) Develop BI data-cubes and organizational KPI's;
k) Contribute to the design and development of business applications (e.g., integration of BI reports and analytics into the application front-end);
l) Develop BI reports and deliver via SharePoint;
m) Seek and accurately capture data for Business Intelligence support per the business requirements;
n) Proactively identify potential issues and problems with BI deliverables; and
o) Advise the business client and development team on best practice for use and development of BI and suggest and deliver product enhancements.

6.2.10 Programmer/Software Developer

Typical tasks and activities associated with role include, but are not limited to, the following:

a) Develop and prepare diagrammatic plans for solution of business, scientific and technical problems by means of computer systems of significant size and complexity;
b) Design and develop Web based applications using Microsoft technologies;
c) Design and develop Web Services (based on Microsoft frameworks such as ASP.NET Core, Microsoft ASP.NET Web API, and Microsoft Windows Communication Foundation;
d) Configure COTS and other selected components to map to the business processes and functional requirements as defined in the systems designs;
e) Analyze the problems outlined by systems analysts/designers in terms of such factors as style and extent of information to be transferred to and from storage units, variety of items to be processed, extent of sorting, and format of final printed results;
f) Select and incorporate available software programs;
g) Design detailed programs, flow charts, and diagrams indicating mathematical computation and sequence of machine operations necessary to copy and process data and print the results;
h) Translate detailed flow charts into coded machine instructions and confer with technical personnel in planning programs;
i) Verify accuracy and completeness of programs by preparing sample data, and testing them by means of system acceptance test runs made by operating personnel;
j) Correct program errors by revising instructions or altering the sequence of operations;
k) Test instructions, assemble specifications, flow charts, diagrams, layouts, programming and operating instructions to document applications for later modification or reference; and

l) Use Microsoft Team Foundation Server and Visual Studio suite for design, development and testing activities.

6.2.11 User Experience (UX) Specialist

Typical tasks and activities associated with role include, but are not limited to, the following:

a) Design and conduct user research using methods such as: ethnographic field studies, participatory design sessions, site visits, focus groups, benchmark studies, usability studies, heuristic evaluations, and similar approaches;
b) Synthesize findings to inform a better understanding of end users, give insight into business value, and identify potential usability issues and design opportunities;
c) Identify potential usability issues and design opportunities;
d) Convert research findings into actionable results;
e) Design prototypes, screen mockups, and wireframes based on the results of usability testing and customer feedback;
f) Communicate analysis, recommendations, and potential design solutions verbally and through documentation to the project team and key stakeholders;
g) Work collaboratively with other team members to define and improve the user experience;
h) Advocate for the end user by influencing decisions to ensure that product and design decisions are aligned with user needs and expectations;
i) Organize and lead lab-based user testing, remote testing, paper prototype testing, iterative prototype testing, and concept testing;
j) Ensure solutions are accessible and intuitive; and
k) Make enhancement recommendations as needed.

6.2.12 Test Manger

Typical tasks and activities associated with role include, but are not limited to, the following:

a) Develop test strategies and plans where multiple development teams are situated in different geographic locations, working with Testers, Developers and Architects as necessary;
b) Provide advice, guidance and coordination efforts for execution of test strategies and plans where multiple development teams are situated in different geographic locations;
c) Provide advice, guidance and coordination efforts for selection of automated testing tools that are consistent with client technology standards and the business solution;
d) Plan, organize, and schedule testing efforts for large systems, including the execution of systems integration tests, performance and stress tests and user acceptance testing (e.g., stress tests);
e) Supervise testing in accordance with the test plan;
f) Manage and monitor test plans for all levels of testing;
g) Manage walkthroughs and reviews related to testing and implementation readiness; and
h) Present results of tests relative to acceptance criteria to various stakeholders including business clients.

6.2.13 Tester

Typical tasks and activities associated with role include, but are not limited to, the following:

a) Participate in Test planning and coordination;
b) Prepare and provide status reports to a Test Manager or STTR PM;
c) Develop test scenarios and test scripts;
d) Establish and maintain source and object code libraries for a multi-platform, multi-operating system environment;
e) Establish software testing procedures for unit test, integration testing and regression testing with emphasis on automating the testing procedures;

f) Establish and operate "interoperability" testing procedures to ensure that the interaction and co-existence of various software elements, which are proposed to be distributed on the common infrastructure, conform to appropriate departmental standards (e.g. For performance, compatibility, etc.) and have no unforeseen detrimental effects on the shared infrastructure; and
g) Establish a validation and verification capability which assumes functional and performance compliance.

6.2.14 OCM Specialist

Typical tasks and activities associated with role include, but are not limited to, the following:

a) Participate in agile “pig” activities (e.g. SCRUMs)
b) Work with the client team to conduct OCM activities;
c) Assist OSFI to assess the overall organization and the organizational units affected by the change and its capacity/capability to undertake and successfully deliver a project;
d) Support OSFI in defining the change management and communication strategies;
e) Assisting the client in planning the change management implementation and implementing the change;
f) Interact with the STTR Project team members to implement changes to the organization;
g) Assess the STTR Project team’s dynamics and conduct regular project team building sessions;
h) Monitor and evaluate OSFI’s performance once the change has been implemented;
i) Meet in conference with stakeholders and other project managers and recommending an action plan to move forward with a change management program;
j) Develop internal OCM communication plans related to the project implementation including the identification of communication objectives; target audiences; messages; impediments/ barriers; communication methods; cost analysis and providing recommendations to Client Management;
k) Review and provide recommendations and input to OCM communication and information products;
l) Support OSFI in the development of plans, presentations, tables, diagrams and working with a variety of project management tools in support of the change management program; and
m) Support the STTR Project team to deliver presentations to stakeholders and end users to launch and support the OCM program.

6.2.15 OCM Communications Specialist

Typical tasks and activities associated with role include, but are not limited to, the following:

a) Develop and implement creative OCM communication and information products using a variety of tools, techniques and media and selecting an appropriate medium to convey information, ideas, and results;
b) Assist clients with the development of internal communications (e.g. memos, Project Sponsor updates, Project updates on Intranet, newsletters, etc.); and
c) Provide suggestions on cost-cutting measures in the OCM communications process.

6.2.16 Courseware Developer

Typical tasks and activities associated with role include, but are not limited to, the following:

a) Perform needs assessment/analysis for training purposes;
b) Plan and monitor training projects;
c) Perform job, task, and/or content analysis;
d) Write criterion-referenced, performance-based objectives;
e) Recommend instructional media and strategies;
f) Develop performance measurement standards;
g) Develop training materials;
h) Prepare end-users for implementation of courseware materials; and

i) Communicate effectively by visual, oral, and written form with individuals, small groups, and in front of large audiences.

6.2.17 Instructor

Typical tasks and activities associated with role include, but are not limited to, the following:

a) Assess the relevant characteristics of a target audience;
b) Prepare end-users for implementation of courseware materials;
c) Conduct training courses; and
d) Communicate effectively by visual, oral, and written form with individuals, small groups, and in front of large audiences.

6.2.18 Translator

Typical tasks and activities associated with role include, but are not limited to, the following:

a) Translate project documentation, deliverables and user interfaces (i.e. screens) to support Official Language requirements (i.e. from English to French or French to English).

6.2.19 Data Entry Clerk

Typical tasks and activities associated with role include, but are not limited to, the following:

b) Enter data from various sources and formats into a computer program according to a pre-described format
c) Searching for the required information to be entered form a repository of unstructured data (Microsoft Office documents, PDF documents), extracting the relevant data (cutting) and copying (pasting) to structured data fields in the computer program.
d) Verifying the data entered for errors and correcting as required
e) Use MS Office (including Word, PowerPoint and Excel) to perform work;
f) Use document management software to perform work;

6.3 Location of Work and Travel

a) Subject to the location requirements applicable to specific roles as set-out in section 6.1.2 above, OSFI will provide office accommodations for the Contractor's Work Team at its Toronto and/or Ottawa location (as applicable) including:
   - Workspaces comprised of work surfaces, storage pedestal and chair, sized according to Government of Canada Fit-up Standards;
   - Individual computer workstations with OSFI approved software, including standardized Project Tools, installed on each Workstation;
   - Access to general file storage;
   - Access to networked scanner and printer; and
   - Access to OSFI development tools and all environments.

b) The Contractor may, at its discretion, conduct application construction work off-site at its own location, using its own development processes and tools. The Contractor is responsible for bringing deliverables which are developed off-site into the OSFI environment as detailed out in section 4.3 above. When the work is conducted off-site, the resources must be fully contactable during all working hours, and available to meet onsite at OSFI (in the Toronto or Ottawa as applicable to the TA) upon request.

c) The OSFI development tools and environments can also be securely accessed from the Contractor's offices via OSFI-supplied laptops (with smart card readers) that connect to the OSFI network over a secure VPN tunnel. Contractor owned computers cannot be connected to the OSFI network (either directly or VPN).

d) Travel between OSFI locations may be required. The applicable OSFI location (i.e. Toronto or Ottawa) will identified in each TA; any requirement for travel outside the stipulated OSFI location will be identified in the TA if applicable. All travel must be pre-authorized and will be reimbursed in accordance with Treasury Board guidelines and the terms and conditions of this Contact. Typically discussions with the regional offices are conducted via teleconference or videoconference.

e) OSFI will not reimburse the Contractor for any travel and living expenses associated with resources that must commute between their place of residence and the OSFI location stipulated in the TA (i.e. Toronto or Ottawa) or for any expenses associated with commuting within the specific municipality.

6.4 Project Management and Oversight

a) The Contractor is responsible for overseeing the quality of Work delivered by its PS resources as well as managing its PS resources to ensure the Work is completed within the budget and schedule set-out in the Contract and applicable Task Authorizations. **Note:** Subsequent to the completion of TA#1: Contractor Onboarding, TA#2: Contractor Project Management Team will be issued to provide the Contractor Project Management Team, proposed by the Contractor in its Bid, for an initial twelve month period.

a) The Contractor must use a formal project management methodology to manage the delivery of all Work. The project management methodology must address, but is not limited to, the following areas of project management[3]:
   i. Project Integration Management;
   ii. Project Scope Management;
   iii. Project Time Management;
   iv. Project Cost Management;
   v. Project Quality Management;
   vi. Project Human Resource Management;
   vii. Project Risk Management; and
   viii. Project Stakeholder Management.

6.5 Contractor Work Plan and Schedule

a) During the delivery of TA#1: Contractor Onboarding (refer to SOW section 9), the Contractor must update the proposed Contractor Work Plan (CWP) and Contractor Schedule (CS) (contained in the Contractor's Bid) for STTR PM acceptance. The accepted CWP and CS will be the baseline for the Contract.

b) The CWP and CS must show the overall schedule for completion of the required Work and must clearly identify the tasks, milestones, deliverables, interdependencies and critical path. The CWP and CS must align with the defined work objectives and schedule for the STTR Project as identified in section 3.2 above. In addition, the Contractor may recommend, for STTR PM acceptance, approaches to advance the target schedule for implementation of the STTR System.

c) The Contractor Project Management Team (refer to SOW section 6.1.3 above) must implement, maintain current and use the CWP and CS to maintain management control over all aspects of the Work, throughout the performance period of the Contract to meet cost, schedule and performance objectives and risk reduction goals identified in each TA (if applicable) and the Contract.

d) Upon execution of a new TA or TA amendment, the Contractor Project Management Team must update the CWP and CS. The updated CWP and CS must be provided, in both hard-copy and native

[3] Source: Project Management Body of Knowledge (PMBOK Guide), Fifth Edition

electronic Microsoft Project formats, to the STTR PM within five business days of receipt by the Contractor of the approved new TA or TA amendment.

e) The Contractor Project Management Team must provide the STTR PM regular updates on the status of the CWP and CS for inclusion in the integrated STTR Project plan and schedule. The format and schedule for progress reporting (including face-to-face meetings between the STTR PM and the Contractor PM) will be determined during the Contractor Onboarding activities (see section 9).

f) OSFI's STTR PM will incorporate the CWP and CS into the integrated STTR Project plan and schedule.

6.6 Quality Management Plan

a) Post Contract award, the Contractor Project Management Team must use a formal quality management (QM) plan to ensure that all deliverables to OSFI are of high quality[4]. The QM plan must include internal quality assurance processes to ensure the overall quality and functionality of the outputs delivered under the Contract. The QM plan must include processes for performance of reviews, inspections and tests necessary to substantiate that the services and materiel provided conform to the specifications and requirements of any TA issued. The QM plan must also ensure that Contractor PS resources provided under the Contract are knowledgeable and experienced in the use of the Contractor's QM program and processes. OSFI will conduct user acceptance testing (UAT) of the new applications and any deficiencies must be rectified by the Contractor.

b) The QM Plan will be delivered as part of TA#1, Contractor Onboarding as set-out in section 9 of this SOW. The Contractor Project Management Team will determine the format of the QM Plan, but at a minimum it must provide the information noted in a) above and the following sample Table of Contents:
   1. Introduction – an overview of the QM document
   2. Purpose – what is the purpose for the QM Plan
   3. Scope – what is the scope of the QM Plan
   4. Definitions and acronyms – definitions of all terms
   5. References – documents used to prepare the QM Plan
   6. Quality Management processes – description of the QM processes to be used by the contractor
   7. Quality Roles and responsibilities
   8. Quality checkpoints / deliverable reviews
   9. Standards, practices and guidelines
   10. Metrics

c) The Contractor PM must obtain STTR PM acceptance of the QM plan. OSFI, at its discretion, may not issue TAs to the Contractor until the STTR PM has approved the QM plan.

d) The Contractor Project Management Team must manage the Contract in accordance with the accepted QM plan.

6.7 Risk Management Plan

a) Post Contract award, the Contractor Project Management Team must develop and maintain a Risk Management Plan for the Work to be delivered under the Contract. The Risk Management Plan will be delivered as part of TA#1, Contractor Onboarding as set-out in section 9 of this SOW. The Contractor will determine the format and content, but at a minimum it must provide the information contained in the following sample Table of Contents:

   1. Introduction – an overview of the document
   2. Purpose – what is the purpose for the risk management plan
   3. Scope – what is the scope of the risk management plan

[4] Quality is defined as the degree to which the deliverable fulfills the stipulated requirements to STTR standards as determined during TA#1

4. Definitions and acronyms – definitions of all terms
5. References – documents used to prepare the risk management plan
6. Risk Summary – the overall amount of risk in the project
7. Risk Identification – A list of key risks identified by the contractor that may impact the deliverables under the contract and description of these risks
8. Risk Management Process/Tasks – a description of the tasks to be performed to manage risks during the project. The plan must include:
   8.1. The approach used to identify the risks
   8.2. How the risks were analyzed and prioritized
   8.3. Strategies used such as mitigation, avoidance, prevention and others
   8.4. Tools and Techniques that will be used to control and monitor risk
   8.5. How the status will be monitored, risk reviewed and reporting schedules
9. Organization and Responsibilities – The list of individuals involved with the managing of risk and their roles and responsibilities

b) The Contractor Project Management Team must maintain a Contract Risk and Issues Log. Unless otherwise agreed to by the STTR PM, the Contractor must submit the Contract Risk and Issues Log to the Project Manager for integration with the STTR Project Risk Register.

c) The Contractor Project Management Team must conduct regular bi-weekly meetings (or more frequently if determined by the Contractor PM) to review the risks and issues log and must produce formal minutes of these meetings. The STTR PM must have access to these minutes. The Contractor Project Management Team will invite the STTR PM to participate in these meetings as appropriate.

d) The Contractor PM must obtain STTR PM Acceptance of the Risk Management Plan.

e) The Contractor Project Management Team must manage the Contract in accordance with the accepted Risk Management Plan and the terms and conditions of this Contract.

6.8 Deliverable Review and Acceptance Process

a) Post Contract award, the Contractor must develop and document, in collaboration with OSFI, a Deliverable Review and Acceptance Process that will be used to submit applicable Contractor deliverables for STTR PM acceptance. The Deliverable Review and Acceptance Process will be delivered as part of TA#1, Contractor Onboarding as set-out in section 9 of this SOW.

b) The document must identify the various categories (i.e. types) of deliverables that will be provided under the Contract; identify which categories are subject to the formal Deliverable Review and Acceptance Process; establish the process, responsibilities and timelines (by deliverable category) for each step in the process (including review, corrective action and acceptance); and establish the mechanism for formal STTR PM acceptance.

c) The acceptance criteria that will be used to review and accept the specific deliverables will be identified in each applicable TA.

d) The Contractor PM must obtain STTR PM acceptance of the Deliverable Review and Acceptance Process.

e) The Contractor Project Management Team must manage the Contract in accordance with the accepted Deliverable Review and Acceptance Process.

6.9 Format and Language of Deliverables

a) Unless otherwise specified in the TA, one hard copy and one electronic copy of each deliverable must be provided to the STTR PM as indicated in each associated TA and in accordance with this Contract. Deliverables must be provided in MS Office Suite format, using the then current version in use at OSFI

(Note: OSFI is currently using MS Office version 2010 and intends to upgrade to MS Office version 2016). The TA will indicate what format a deliverable must be delivered in (e.g. architectural models).

b) At a minimum, all deliverables must be provided in English. In addition, some deliverables must be provided in a bilingual (English and French) format with the Contractor responsible for translation of the deliverables for verification by OSFI; any required corrections will be identified to the Contractor for action. Examples of deliverables which must be provided in both Official Languages include user interface deliverables and associated end-user documentation, OCM (including communications and training) outputs. Deliverables such as design documents and documentation of code, etc. may be provided in English only or as indicated in each applicable TA.

c) The Contractor must maintain on OSFI's premises, using SharePoint and Team Foundation Server (TFS), an electronic library of all Work in progress, delivered items and review comments, and must perform version control.

7. ORGANIZATIONAL CHANGE MANAGEMENT (OCM) SUPPORT REQUIREMENTS

7.1 Contractor OCM Requirements

As set-out in section 3.4.3 above, OSFI is responsible for the STTR Project OCM plan and activities. The Contractor must support OCM activities, on an as and when requested basis via an approved TA, to assist OSFI in refining and implementing an OCM program for the successful implementation, roll-out and post-deployment support of the new STTR System.

Canada will collaborate with the Contractor, after Contract award, to elaborate the OCM requirements and develop a TA or TA's for OCM Support. OCM Support to be provided by the Contractor may include, but is not limited to, the following:

a) Provision of an OCM Specialist resource that will be committed to OSFI throughout the STTR System development life cycle (including post deployment). It is expected that the level of effort associated with this role during the initial year of the Contract will be a minimum of 50 days (i.e. one day per week, on average) to provide:
    a. OCM expert guidance and advice related to OCM best practices, tools and techniques to ensure that key stakeholders understand, support, and are aligned with the business imperative for change;
    b. Review OSFI's Readiness Assessment
    c. Review and validation of OSFI's OCM Strategy and Detailed Plan;
    d. On-going support and advice during the execution of OCM activities, including access to advice on change management critical issues; and
    e. Periodic meetings with OSFI to discuss OCM status and key issues.

b) Provision of OCM resources (i.e. OCM Communications Specialist, Courseware Developer, and/or Instructor resources), on an as and when requested basis, to assist the Contractor's OCM Specialist and the OSFI Change Management team in the planning and execution of various OCM deliverables throughout the STTR System development life cycle (including post deployment);

c) Support OSFI in the development of a Learning Strategy for STTR System users;

d) Development of communications products and tools as requested by OSFI; and

e) Development and delivery, in conjunction with OSFI, of training products and services such as eLearning materials and classroom training (on-site at OSFI in Vancouver, Toronto, Ottawa, and Montreal.

8. THIRD-PARTY SOFTWARE REQUIREMENTS (OPTIONAL)

The Contractor must, if requested by Canada, provide third-party software, including associated software product documentation, as described in this section 8 and that meets OSFI's Non-Functional and applicable Functional Requirements as set-out in this section. The software provided must be the most current version at the time of purchase. The maximum number of end-users (for software licensing purposes) are provided in Part 2 of Attachment 1 to this SOW.

In accordance with the Definitions contained in Attachment 7 to this SOW:

- A solution that is "integrated with Dynamics CRM" is defined as an "app" or Dynamics CRM solution that is built on the Dynamics CRM platform and made available through Microsoft's AppSource online store or a similar mechanism.
- A solution that "works with Dynamics CRM" is defined as a stand-alone product that provides industry standard interfaces (e.g. web services) that can be used to integrate the tool with Dynamics CRM.
- A solution that "extends the capabilities of Dynamics CRM and SharePoint" is defined as web browser extensions, plug-ins or "apps" that are compatible with Dynamics CRM and SharePoint and provide additional features not available in those platforms.

Note: All software products provided under the Contract must meet the Non-Functional Requirements set-out in Attachment 2 to this SOW.

8.1 Provision of an Enterprise Planning Tool (Optional)

As described in section 3 above, the STTR System encompasses Planning functionality which may be provided by a standalone Enterprise Planning Tool software that can be integrated with Dynamics CRM to extend the functionality of Dynamics CRM.

At the sole option of Canada, the Contractor must provide, subject to a formal Contract amendment, the optional Enterprise Planning Tool software, including associated software product documentation, proposed in its Bid that meets, at a minimum, the Planning functionality required to support the OSFI Supervisory process within OSFI as well as OSFI-wide Planning requirements of OSFI, in accordance with the Functional Requirements set-out in Attachment 4 to this SOW. OSFI would prefer a solution that is "integrated with Dynamics CRM", however a solution that "works with Dynamics CRM" would also be acceptable.

The high-level business requirements (HLBRs) for Enterprise Planning Tool are provided in the table below.

Enterprise Planning HLBRs	
Functional Category	**Description**
Capacity and Capability Management (Resource Management)	The functionality to report, view and update ongoing resource availability based on user-defined resource availability constraints such as leave, training, admin and statutory holiday etc., either by group or individual.
	The functionality to view and assess resource availability within user-defined groups to enable informed planning decisions and support resource requests.
	The functionality to define resource groups by skill sets, types and org structure etc. to facilitate work assignment.
	The functionality to view and manage the workload/work plan activities for defined resources (individual, team, division, sector etc.) during the planning cycle and afterwards.
Activity Description and Approval	The functionality to define and approve proposed activities and scope with details including but not limited to: Regulated Entities, Priority, Complexity, Suggested Timeline, Dependencies, Effort

Enterprise Planning HLBRs	
Functional Category	**Description**
	required Resource Type/Skillset, and identified risk(s) and justification for approval/rejection.
	The functionality to define, record and approve unplanned activities.
	The functionality to use previous years' planning actuals for activities, KPIs and long term forecasts to support planning of future activities.
Resource Allocation	The functionality to allocate resources to approved supervisory activities based on knowledge, skills, experience and availability.
Plan Change Management	The functionality to support, triage and impact assessment of potential additions/changes/delays to planned activities, their priorities and the corresponding resource implications.
	The functionality to record and report the justification for approval/rejection of changes to planned activities.
Prioritization	The functionality to define and modify the priority of activities through user-defined criteria and weightings, (e.g. Executive direction, Risk Tolerance and effort etc.) with appropriate authorization.
	The functionality to maintain a sortable queue(s) of prioritized activities including cancelled or deferred activities to support planning and plan change management.
Activity Tracking	The functionality to track the progress, status and resource effort of any planned activity or sub-activity.

8.2 Provision of a Rich Text Control software (Optional)

At the sole option of Canada, the Contractor must provide, subject to a formal Contract amendment, the optional Rich Text Control software, including associated software product documentation, proposed in its Bid which meets, at a minimum, the Mandatory Functional Requirements set-out in Attachment 5 to this SOW. The Rich Text Control software must "extend the capabilities of Dynamics CRM and SharePoint".

It should be noted that each of the Functional Requirements has been prioritized (as mandatory, high priority or lower priority) to assist the Contractor in selecting a tool as part of its Bid, which is a good fit for the capture of OSFI's Supervisory information.

8.3 Provision of Spelling/Grammar Checking Software (Optional)

At the sole option of Canada, the Contractor must provide, subject to a formal Contract amendment, the optional Spelling/Grammar Checking software, including associated software product documentation, that meets, at a minimum, the Mandatory Functional Requirements set-out in Attachment 6 to this SOW via an approved as required TA. The Spelling/Grammar Checking software must "extend the capabilities of Dynamics CRM and SharePoint".

It should be noted that each of the Functional Requirements has been prioritized (as mandatory, high priority or lower priority) to assist the Contractor in selecting software that is a good fit with the capture of OSFI's Supervisory information.

9. TA#1: CONTRACTOR ONBOARDING REQUIREMENTS

The Contractor Onboarding activities will focus on the initiation of services under the Contract to enable the development and acceptance of the Contractor's (detailed) Project Plan and Schedule. The Contractor Onboarding activities (i.e. TA#1) **must be completed within three months of Contract Award** and must include, at a minimum, the following deliverables:

9.1 Deliverable #1 under TA#1: Review and provide input to OSFI draft documents

a) Within 5 days of Contract Award, OSFI contemplates providing the Contractor with additional STTR Project related strategy and planning documents. The Contractor must review and, where applicable, provide input to these documents. These include, but are not limited to, the following documents:

   i. Enterprise Dynamics CRM Strategy
   ii. OCM Strategy and Plan
   iii. STTR Project Charter
   iv. Collaboration Technology strategy
   v. SharePoint Upgrade Assessment Results
   vi. Latest version of the STTR Product Backlog (including User Stories)
   vii. Preliminary Non-Functional requirements for resulting STTR System
   viii. Project Interdependencies

b) Within 15 days of Contract Award, the Contractor must participate in a Contractor Solution Impact Meeting with the STTR PM and key members of the OSFI Project Team. The purpose of the meeting is for the Contractor to:

   i. Identify any information contained in the additional STTR Project related strategy and planning documents provided by OSFI (a above), and subsequent clarification from the OSFI Project Team, which changes or impacts the requirements set-out in this SOW;

   ii. Identify risk and issues arising from these changes or impacts; and

   iii. If applicable, review recommended adjustments, to the Contractor's proposed approach or plan set out in the Contractor's Bid, as a result of the additional STTR Project related strategy and planning documents provided by OSFI post Contract award.

9.2 Deliverable #2 under TA#1: Establish Rules of Engagement and Onboard Resources

The Contractor must collaborate with the STTR Project Team to develop and document the Rules of Engagement between OSFI's STTR Project Team and the Contractor and onboard the initial Contractor resources. This includes:

a) Finalizing the Contractor Governance Model (as per section 6.1.1 above), introducing the participating individuals and their roles and responsibilities and how they will work within the OSFI Project Governance;
b) Finalizing the Contractor Work Team (as per section 6.1.2 above), introducing the key resources and their roles and responsibilities and how they will work with OSFI's STTR Project Team;
c) Finalizing the Contractor Project Management Team (as per section 6.1.3 above), introducing the resources and their roles and responsibilities and how they will work with OSFI's STTR Project Management Team;
d) Agreeing on and documenting the SDLC and hybrid agile approach to be used to support STTR Project delivery and the roles and responsibilities of Contractor Work Team members and OSFI Project Team Members in this approach; and
e) Onboarding initial Contractor resources.

9.3 Deliverable #3 under TA#1: Develop Quality Management (QM) Plan

The Contractor must develop a QM Plan, and obtain STTR Project Manager acceptance, in accordance with the requirements set-out in SOW section 6.6 above.

9.4 Deliverable #4 under TA#1: Risk Management (RM) Plan

The Contractor must develop a RM Plan, and obtain STTR PM acceptance, in accordance with the requirements set-out in SOW section 6.7 above.

9.5 Deliverable #5 under TA#1: Develop Deliverable Review and Acceptance Process

The Contractor must develop, in collaboration with OSFI, a Deliverable Review and Acceptance Process, and obtain STTR PM acceptance, in accordance with the requirements set-out in SOW section 6.8 above.

9.6 Deliverable #6 under TA#1: Update and finalize CWP and CS

a) The Contractor must update and finalize the Contractor Work Plan (CWP) and Contractor Schedule (CS) proposed in the Contractor's Bid (see section 6.5 above). The CWP and CS must be updated to reflect Contract award dates, any input provided by OSFI after Contract award, any mutually agreed to changes resulting from Deliverable #1, the agreed upon Rules of Engagement and Deliverable Review and Acceptance Process (Deliverables #2 and 5 respectively), and further elaborated to provide schedule of completion of the required Work and clearly identify the tasks, milestones, deliverables, interdependencies and critical path.

b) The updated CWP and CS must be submitted for STTR PM acceptance within three months of Contract award. The accepted CWP and CS will be the baseline for the Contract.

10. INFRASTRUCTURE WORK REQUIREMENTS

10.1 Develop Infrastructure Design for the STTR System

In accordance with the Detailed Work Plan for Infrastructure Design Work and the associated Firm Price contained in the Contractor's Bid, the Contractor must develop the Infrastructure Design for the STTR System, which must as a minimum include but is not limited to the following activities and deliverables:

a) Develop Solution Architecture
b) Develop Detailed non-functional requirements
c) Develop Dynamics CRM and SharePoint Technical Architecture (including Solution and Data Architecture)
d) Complete Volumetric Analysis
e) Plan for Baseline Configuration (e.g. core entities such as organization. structure, staff & account, required extensions to common components like OSFI master data hub)
f) Design user interface component for branding
g) Data integration design (e.g. required data integration patterns, interface descriptions, refresh latency etc.)

10.2 Support OSFI Set-up of the Infrastructure

The Contractor must, as and when requested via an approved TA, provide the Technical Architecture support and advice required to support OSFI's IM/IT resources, located in the National Capital Region (NCR), as they undertake implementation of the STTR System Platform including but not limited to the following tasks:

a) Set-up network, servers, SAN, etc.
b) Configure cyber security tool
c) Install CRM server farm
d) Configure for all future business development
e) Implement baseline Branding

11. COMMON COMPONENT WORK REQUIREMENTS

11.1 Support OSFI Common Component Work

The Contractor must, as and when requested via an approved TA, support OSFI's Application Services (AS) Team, located in the National Capital Region (NCR), as they undertake implementation of the Common Components for the STTR System.

12. APPLICATION CONSTRUCTION WORK REQUIREMENTS (BY RELEASE)

12.1 Non-Functional Requirements

The STTR System, including the Contractor's Application Construction deliverables, must meet the non-functional requirements set-out in Attachment 2 to this SOW.

12.2 Definition Phase

In accordance with the Detailed Work Plan for Definition Phase Work and the associated Firm Price contained in the Contractor's Bid, the Contractor must elaborate the requirements and develop and deliver the design for each individual Release (1-7 inclusive) of the STTR System, which must as a minimum include but is not limited to the following activities and deliverables:

a) Validate and refine OSFI's product backlog (i.e. requirements) for each Release;
b) Develop and deliver the high level architecture for each Release including integration requirements with common components;
c) Develop the Release Plan for each Release;
d) Develop the proposed schedule and cost estimates to develop and configure each Release; and
e) Work with the STTR PM to develop a TA for the subsequent Development and Configuration Phase work required to implement each Release.

Note: The same activities and deliverables are associated with the Definition Phase of each STTR System Release 1-7 (or the number of Releases as agreed between OSFI and the Contractor).

12.3 Development and Configuration Phase

The Contractor must, as and when requested via an approved TA, develop and configure, in Sprints, each Release of the STTR System, which must as a minimum include but is not limited to the following activities and deliverables:

a) Develop the detailed solution and user experience (UX) designs for each Release;
b) Develop the system security controls for each Release;
c) Configure and code (as required) each Release ;
d) Create the system load profiles (e.g. daily, quarterly, etc.) to be used to ensure that the system performs in accordance with the non-functional requirements under these load conditions;
e) Test (Unit, SIT, Performance/Stress, UAT support); and
f) Collaborate with the OSFI Team, as required, to support OSFI-led changes to common components.

Note: The same activities and deliverables are associated with the Development and Configuration Phase of each STTR System Release 1 -7 (or the number of Releases as agreed between OSFI and the Contractor during the Definition Phase Work).

13. DATA MIGRATION REQUIREMENTS

Further to the high level strategy for Data Migration described in section 3.4.7 above, the Contractor is responsible for migrating data from structured data sources (including the interim data repository) to Dynamics CRM entities in the new STTR System including the following work:

13.1 Definition Phase

In accordance with the Detailed Work Plan for Definition Phase Work (Data Migration) and the associated Firm Price contained in the Contractor's Bid, during the Definition Phase for each Data Migration (DM) release, the Contractor must complete work which must as a minimum include but is not limited to the following activities and deliverables:

a) Develop the detailed strategy and plan for how migration and reconciliation processes will be used to achieve the data migration goals of each DM release where:
    a. DM Release 1 is in support of (SD Track 1) STTR Release 1: Planning Case Management; and
    b. DM Release 2 is in support of (SD Track 2) STTR Release 2: Risk Assessment Foundations;
b) Collaborate with the OSFI team responsible for data migration readiness;
c) Collaborate with the OSFI team responsible for assessing data migration impacts to common components (e.g. MDH data source changes as a result of data migration from legacy sources to Dynamics CRM); and
d) Work with the STTR PM to develop a TA for the subsequent Migrate Data phase work required to implement each DM Release.

13.2 Migrate Data Phase

The Contractor must, as and when requested via an approved TA, complete data migration for each DM Release of the STTR System, which must as a minimum include but is not limited to the following activities and deliverables:

a) Create the source / target mapping specifications;
b) Design and implement the migration and reconciliation processes best suited to the types of data sources being migrated from;
c) Execute the migration processes between data sources and Dynamics CRM;
d) Reconcile the migrated data in CRM against data sources. Reconciliation will include implementation and execution of the reconciliation process. This also includes reporting results of

the reconciliation for OSFI review and approval purposes as well as for providing information to the Contractor team responsible for migration process correction;

e) Correct the migration processes where required in order to fix reconciliation issues;
f) Repeat the execution of migration and reconciliation processes for validation that the migration process works wherein all migrated content, including rich text content, is preserved in its original form once migrated to Dynamics CRM;
g) Collaborate with the OSFI team responsible for data migration readiness;
h) Execute of all activities associated with final migration of production data into Dynamics CRM as part of each Release (where data migration is required); and.
i) Provide support for user acceptance.

14. ADVISORY AND AD-HOC SUPPORT

In addition to the Work described herein, OSFI may request via the TA process that the Contractor provide additional professional services to support OSFI in the implementation of the STTR System within the OSFI environment and constraints (e.g. expertise in MS Infrastructure, MS Applications, integration, testing, etc.). Advisory services, if requested, would be limited to the resource categories listed in SOW article 7.2 above and the Resource Criteria contained in Attachment 3 to this SOW.

15. AGENCY-WIDE ROLL-OUT OF ENTERPRISE PLANNING TOOL (OPTIONAL)

15.1 Definition Phase for Agency-wide roll-out of Enterprise Planning Solution

The Contractor must, as and when requested via an approved TA, elaborate the requirements and develop the design for Agency-wide roll-out of the Enterprise Planning Tool including but not limited to the following activities and deliverables:

a) Validate and refine OSFI’s product backlog (i.e. requirements) for the Release;
b) Develop and deliver the high level architecture for the Release as applicable (Note: The number of releases for Agency-wide roll-out is to be determined);
c) Develop and deliver the data integration specification (e.g. required data integration patterns, interface descriptions, refresh latency, assessment of impact to common components);
d) Develop and deliver the Release Plan;
e) Develop and deliver the proposed schedule and cost estimates to develop and configure the Release; and
f) Work with the STTR PM to develop a TA for the subsequent Development and Configuration Phase work required to implement the Release

15.2 Development and Configuration Phase

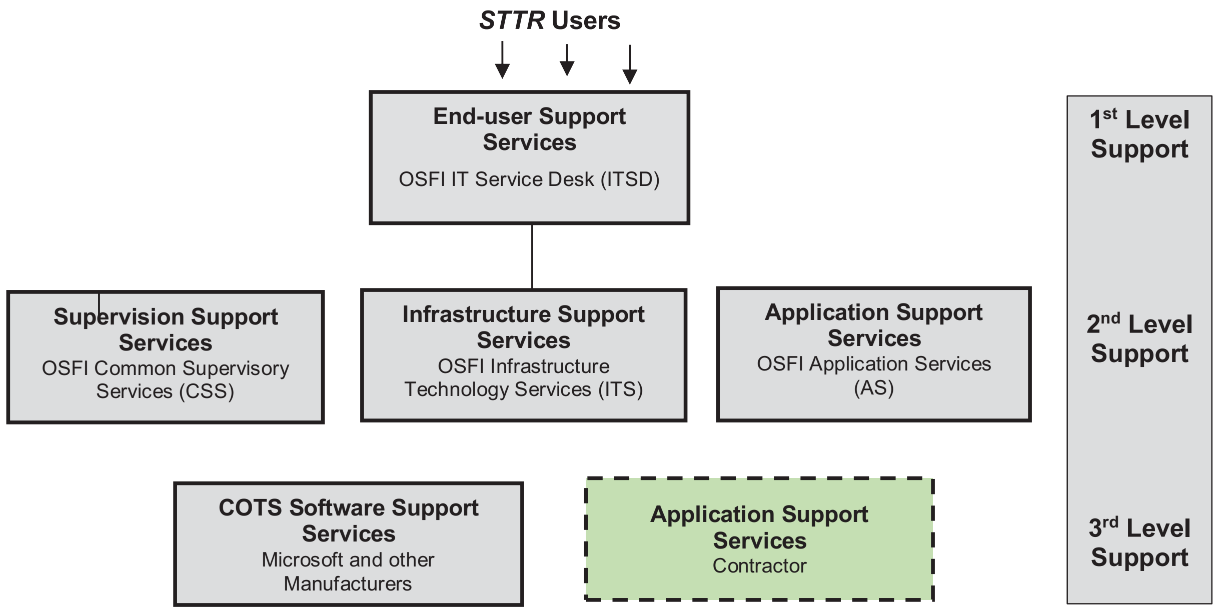
The Contractor must, as and when requested via an approved TA, develop and configure, in Sprints, each Release of OSFI-wide roll-out of the Enterprise Planning Tool, including but not limited to the following activities and deliverables

a) Develop the detailed solution and user experience (UX) designs for the Release;
b) Develop the system security controls for the Release;
c) Configure and code (as required) of the Release ;
d) Test (Unit, SIT, Performance, UAT support); and
e) Collaborate with the OSFI Team as required to support OSFI-led changes to common components.

16. APPLICATION SUPPORT REQUIREMENTS (OPTIONAL)

16.1 Post-Implementation Support Model

Post-implementation, the STTR System will be supported in accordance with OSFI's established multi-level support model as depicted in the graphic below:



a) 1st Level End-user Support Services will be provided by the existing OSFI IT Service Desk (ITSD) with the objective of resolving the majority of users' problems at the first point of contact. Issues that cannot be resolved at the 1st level would be triaged and escalated to 2nd Level support as follows:
   - OSFI Supervision Support Services (for issues relating to the system's functionality, training or process related questions),
   - OSFI Infrastructure Support Services (for issues relating to the user's hardware/software), or
   - OSFI Application Support Services (for application related issues).

b) In the event issues of an application nature are escalated from the IT Service Desk, OSFI Application Support Services would triage the application problem to determine the severity of the defect or the priority of the change request, then determine next steps.

c) The Contractor may be required, via an approved Task Authorization, to provide 3rd Level Application Support Services for a period of up to five years. All application support requests from OSFI to the Contractor will be initiated through OSFI's Application Support Services. Requests will not be received directly from the end-users or end-user help desk personnel. OSFI will maintain, and make available to the Contractor a list of individuals authorized to initiate Application Support Services requests.

16.2 Application Support Services (optional)

a) If requested, the Contractor must provide Application Support Services relating to any software or service that has been implemented in accordance with the Contract. The required services and associated service levels will be identified in the Task Authorization. This Work may include but is not limited to:

a. Defect corrections
b. Provide services in support of implementing new software releases;
c. Develop additional interfaces to existing or future related systems;
d. Integrate the COTS with existing systems or data;
e. Integrate additional COTS software;
f. Implement changes to software arising from changes to processes, procedures or regulations;
g. Provide post implementation application support;
h. Diagnose performance- related issues and take corrective action; and/or
i. Perform related impact assessments.

b) The Contractor must ensure clear problem ownership is maintained throughout the resolution process, with regular and timely progress updates communicated back to Application Support Coordination Services. The Contractor must implement measures to avoid reoccurrence of problems.

d) The Contractor's maintenance and support resources must possess the knowledge and experience to deliver the services required under this Contract. The Contractor must provide training for its technical support resources relating to the OSFI environment and on the specifics of the System implementation for OSFI.

Note: This section addresses the Application support requirements only and does not include the post-implementation OCM requirements.

ATTACHMENT 1: STTR SYSTEM IMPLEMENTATION REQUIREMENTS

Part 1: STTR System Release Plan

<table>
<tr><th colspan="2">STTR System Release Plan</th></tr>
<tr><th>STTR System Release</th><th>Objective</th></tr>
<tr><td>Release #1 - Planning Case Management</td><td>

SI-023 STTR eSpace Enhancements
This initiative gives business end-users the means to have a seamless user experience while retrieving, updating and storing documents associated with Supervisory business processes in eSpace while using the STTR System user interface. The initiative establishes inter-operation between eSpace and the core platform interfaces hosted in Dynamics CRM and SharePoint. Adjustments might be made to the eSpace information architecture (IA) to enhance/simplify management of documents and support net new Supervision business processes, or changes to existing Supervision business processes. A migration of pre-existing documents into the new IA structure might also be performed. Creation of external data source views to support synchronization of external data with termsets used in the new eSpace IA via the Synchronizer, as well as configuration of the Synchronizer itself, will also be performed as needed.
SI-222 STTR Personal Pages
This initiative will roll-out SharePoint My Sites and People Search to STTR business end-users for use in conjunction with the STTR System, thereby providing users with social networking and collaboration features that enable Supervisory staff to explore and share expertise and interests, projects, business relationships, content, and other social information.
SI-026 STTR FI and Group Planning Capability
This initiative delivers case-based FI and Group Planning business process functionality into the hands of end-users. Deliverables include configuration of planning and workload management entities and security model, integration with planning-related data that is external to the STTR System (e.g., HR data, PD&T data, time reporting data, etc.), configuration of planning related perspectives within the Supervisory Workbench framework (e.g., dashboards, real-time charts, management reports, etc.) and configuration of planning-specific cases. The planning artefacts produced by this functionality feed into and are updated by other Supervisory processes.
</td></tr>
<tr><td>Release #2 – Risk Assessment Foundations</td><td>

SI-010 STTR FRFI 360
This initiative gives FRFI 360 functionality to business end-users, making it easy to share information about discussions with external stakeholders and to quickly locate and be notified of changes to information that they are interested in. The client relationship management functionality provided by this initiative is primarily intended to support non-planning Supervisory business processes where discussions with FRFIs are common and need to be tracked. The tagging and notification subscription functionality provided by this initiative will be useful in all Supervisory business processes.
CRM Capability: The initiative will make any required adjustments to the eSpace information architecture to support FRFI 360 and migrate information from the old information architecture to the new one, if necessary. It will also configure core platform entities for FRFI 360, configure integration of FRFI 360 with external data
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STTR System Release Plan	
STTR System Release	**Objective**
	sources pertinent to discussions with any FRFI staff members (e.g., BI reports, external data feeds, etc.) and configure and add FRFI 360 perspectives within the Supervisory Workbench framework. The initiative will address internal impacts to non-STTR Systems that currently perform contact management. ▪ Tagging Capability: The initiative also includes scope to make it easy for end-users to locate information (structured and unstructured) through the use of tags, to create new folksonomy tags, to tag information (structured and unstructured) for future retrieval ▪ Notification Capability: This capability allows users to subscribe for notification of changes to information (structured and unstructured) such as document sets, documents, cases, etc. • **SI-089 STTR Virtual Risk Matrix (VRM) Capability** o This initiative establishes a reusable Virtual Risk Matrix perspective that can be used in stand-alone mode by different lines of business and can be further modified by downstream initiatives that support FI Reporting, FI Monitoring and FI Significant Activity / Cross System Reviews. Controls allow the user to specify the time period for which the VRM is to be displayed. The VRM is "drillable", allowing the end-user to click on a matrix cell and access the underlying information entities. The VRM will leverage historical values that CRM stores for all CRM fields of importance. • **SI-091 STTR FI Issue Tracking Capability** o This initiative establishes a reusable Issue Register capability that can be used in stand-alone mode and can be further modified by downstream initiatives that support FI Reporting, FI Monitoring and FI Significant Activity / Cross System Reviews. • **SI-092 STTR Thematic Assessment Capability** o This initiative establishes an architectural baseline for thematic assessment entities and perspectives that can be configured for use by different lines of business in initiatives supporting Industry Monitoring, Cross System Reviews and Industry Top / Emerging Risk Identification. Thematic assessments include any non FI specific assessment work such as: industry monitoring; specialist assessments into focus areas such as credit risk, market risk and other risk categories; the work associated with identification of top industry/sub-industry risks (which includes emerging risks); as well as the Comparative Review aspect of Cross System Risk Assessments. • **SI-219 STTR EDW and BI Analytics** o This initiative will deliver new BI analytics to business end-users, as well as develop supporting back-office components. These analytics will supplement real-time analytics provided by the Microsoft Dynamics CRM platform. This initiative might introduce a new STTR enterprise data warehouse (STTR EDW), canned BI reports and/or ad hoc analytics (i.e., OLAP cube). The degree to which the Cognos versus Microsoft BI stacks are used in the solution will be determined by a BI study work stream within this initiative.
Release #3 – Risk Assessment	**A. <u>Banking, Insurance and Interventions Work</u>** • **SI-090 STTR FI Risk Assessment and Intervention Baseline**

STTR System Release Plan	
STTR System Release	**Objective**
Case Management	◦ This initiative establishes an architectural baseline for reusable FI Risk Assessment and Intervention perspectives (e.g., equivalent to the Risk Assessment Document) that can be configured for use by different lines of business in downstream initiatives that support FI Reporting, FI Monitoring, FI Intervention and FI Significant Activity / Cross System Reviews. • **SI-095 STTR FI and Cross System Review Baseline** ◦ This initiative establishes an architectural baseline for FI and Cross System Review cases. The initiative prototypes the common case pattern that will be used for different business contexts, such as Conglo DTI, non-Conglo DTI, P&C Insurance and LIFE Insurance. • **SI-096 STTR Monitoring Baseline** ◦ This initiative establishes an architectural baseline for Monitoring cases. The initiative prototypes the common case pattern that will be used for different business contexts, such as Conglo DTI, non-Conglo DTI, P&C Insurance and LIFE Insurance. • **SI-015 STTR Banking Capability** ◦ This initiative delivers case-based Banking business process functionality into the hands of end-users. The functionality delivered by this initiative will support all Banking related Supervisory business processes for reviews, monitoring, issue management, FI reporting and Supervisory Assessment Control. The initiative configures the Banking-specific entities and security model, configures regulatory data and data feed integration to support Banking business processes, configures reusable risk management capabilities and perspectives (e.g., virtual risk matrix, dashboards, real-time charts, etc.) for use in Banking business processes, performs Banking-specific case configuration and sets up Banking-related community sites. Both Conglo and non-Conglo DTI are addressed. • **SI-019 STTR Insurance Capability** ◦ This initiative delivers case-based Insurance business process functionality into the hands of end-users. The functionality delivered by this initiative will support all Insurance related Supervisory business processes for reviews, monitoring, issue management, FI reporting and Supervisory Assessment Control. The initiative configures the Insurance-specific entities and security model, configures regulatory data and data feed integration to support Insurance business processes, configures reusable risk management capabilities and perspectives (e.g., virtual risk matrix, dashboards, real-time charts, etc.) for use in Insurance business processes, performs Insurance-specific case configuration and sets up Insurance related community sites. Both P&C and LIFE Insurance are addressed. • **SI-215 STTR FI Interventions Capability** ◦ This initiative delivers case-based FI Interventions Capability into the hands of end-users. Intervention can be considered a type of monitoring. The main difference is that the intensity of monitoring that will be elevated when a FRFI enters a watch list or is staged and this might require specializations of Monitoring perspectives, cases, etc.. The scope includes configuration to define or modify core platform entities that play a role in FI Interventions, definition of, or changes to, the Intervention Report, Intervention Stage Rating Letter Report, RAD Report and other Intervention specific reports, set-up/loading of specific contacts and

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<tr><td></td><td>associated information (e.g. offices and their addresses, number of staff, etc.) for the FI that are required as part of contingency planning in the event of an Intervention and configuration of external feeds (e.g., Dominion Bond Rating Services Analyst Data, Moody’s Analysis Analyst Data) which support OSFI's early intervention mandate.

B. <u>FI Regulatory Approvals Work</u>

• SI-093 STTR L&A CMS Inter-Operation Baseline
o This initiative establishes a mechanism that allows Supervision business end-users to access L&A CMS cases (related to FI regulatory approvals) from within the STTR System. Detailed requirements are needed to determine the best approach for integration.

• SI-097 STTR FI Regulatory Approvals Baseline
o This initiative establishes an architectural baseline for FI Regulatory Approvals cases through prototyping.

• SI-216 STTR FI Regulatory Approvals Capability
o This initiative delivers case-based FI Regulatory Approvals Capability into the hands of end-users. Scope includes definition or update of entities used for FI regulatory approvals, adjustment of the L&A CMS interoperation capability, adjustment of the core platform and SP security models for FI regulatory approvals, configuration of external data feeds for FI regulatory approvals, set-up of FI regulatory approvals related community sites and final adjustments to FI Regulatory Approvals cases.

C. <u>Capital Models Approval Work</u>

• SI-098 STTR FI Capital Model Approval Baseline
o This initiative establishes an architectural baseline for FI Capital Model Approval cases through prototyping.

• SI-217 STTR FI Capital Model Approval Capability
o This initiative delivers case-based FI Capital Model Approval Capability into the hands of end-users. Scope includes definition or update of entities used for Capital Model Approvals, adjustment of the core platform and SP security models for Capital Model Approvals, configuration of external data feeds for Capital Model Approvals, set-up of Capital Model Approval related community sites and final adjustments to Capital Model Approval cases.</td></tr>
<tr><td>Release #4 – Mobility / Offline</td><td><u>Enhanced Access Work</u>

• SI-031 STTR Mobile Capability
o This initiative provides business end-users (and possibly external end-users) with mobile access of the STTR System. To the extent that it is possible, out-of-the-box mobile capability offered by platforms in the STTR System will be used. This may be influenced by timing, since Dynamics CRM mobile functionality is currently evolving. Depending on detailed requirements, the initiative deliverables might include improvements to existing technical infrastructure for mobile access, CyberSecurity perimeter tests and cyber security hardening, a Privacy Impact Assessment, updates to STTR forms and other UX elements to better support the need for an adaptive UI that can adjust to various mobile device form factors and,</td></tr>
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<tr><td></td><td>possibly, use of device capabilities like the camera, maps, GPS, look-and-feel, etc.

• SI-218 STTR Offline Capability
o This initiative provides business end-users with offline access to the STTR System. This capability enables end-users to access the STTR System from a computing device (e.g., smart phone, tablet, phablet, lightweight laptop, etc.), check-out select structured and unstructured information (downloading it locally to the device), disconnect the device from all networks, use the STTR user interface to work with the checked-out information while offline, reconnect to the central STTR System via a network (wired/wi-fi, possibly through VPN) and synchronize any changes made to the checked-out information back to the system while resolving version conflicts.</td></tr>
<tr><td>Release #5 — Scenario Analysis</td><td>• SI-028 STTR Scenario Analysis Capability
o This initiative gives business end-users a new Scenario Analysis capability for STTR. Depending on detailed requirements, this initiative might incorporate a new COTS product or platform add-on that provides this type of analytics. It might also introduce new back-end components (e.g, services, views, ETL jobs) to enable scenario analysis, or perform other types of inter-operation with a new COTS product.</td></tr>
<tr><td>Release #6 - Consistency Assessment</td><td>• SI-220 STTR Consistency Assessment and Oversight Baseline
o This initiative establishes an architectural baseline for reusable Consistency Assessment and Oversight perspectives that can be configured for use by the CSS Consistency group. High-level and detailed requirements are to be determined. Scope will be based on those requirements. Until those requirements are defined, this initiative is assumed to be similar to SI-095 STTR FI and Cross System Review Baseline (since it is, essentially, another type of review).

• SI-221 STTR Consistency Assessment and Oversight Capability
o This initiative delivers case-based Consistency Assessment and Oversight business process functionality into the hands of end-users. The initiative scope includes configuration of Consistency Assessment and Oversight-specific entities and security model, configuration of Consistency Assessment and Oversight cases, Consistency Assessment and Oversight specific case configuration, integration of perspectives and set-up of Consistency Assessment and Oversight related community sites.</td></tr>
<tr><td>Release #7 – FRFI Portal</td><td>• SI-030 STTR External Stakeholder Portal
o This initiative delivers an external stakeholder portal for use by both internal and external end-users. Scope includes setup of the external core platform and security technical infrastructures, CyberSecurity perimeter tests and cyber security hardening, a Privacy Impact Assessment, configuration of the external portal information architecture, configuration of external portal-specific entities and security model, development of the portal UX components (e.g., branding, navigation, forms, etc.), creation of real-time perspectives on portal information (e.g., dashboards to measure timeliness of FRFI responses, unanswered requests, etc.), support for managing external accounts and permissions, incorporation of context sensitive help and guidance materials for external parties, integration of eSpace with the portal for storage of documents delivered by external</td></tr>
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STTR System Release Plan	
STTR System Release	**Objective**
	parties, configuration of cases to support OSFI to FRFI requests and FRFI to OSFI responses.

Part 2: Estimated Number of End-Users

The licensed third-party software to be provided by the Contractor (i.e. Enterprise Planning Tool, Rich Text Control software and Spelling / Grammar Checking software) for the STTR System and the (optional) Agency-wide deployment of the Enterprise Planning tool, must support the estimated number of end-users (by user type) as summarized in the table that follows.

End-User Type	End-User Description	Estimated Number of End-users					
		STTR System	Rich Text Control Software (STTR users)	Spelling Grammar Checking Software (STTR users)	Enterprise Planning Tool		
					STTR Users	Additional Users (Optional OSFI-wide Implementation)	Total Users
Power Users	• Authenticated • Read/Write access • Occasional need to configure some aspects of Dynamics CRM. • Daily participation in business processes	20	20	20	20	20	40
Regular Users	• Authenticated • Read/Write access • Daily participation in business processes	275	275	275	275	575	850
Authenticated External Users	• Read/Write access • Authenticated FRFI users • Occasional need to access and drop off sensitive information (several times a month)	500	500	500	0	0	0
Total Estimated Number of Users		795	795	795	295	595	890

ATTACHMENT 2: NON-FUNCTIONAL REQUIREMENTS

The third-party software tools provided by the Contractor must meet the applicable Non-Functional Requirements (i.e. applicable by third-party software product) as indicated in the table below.

Non-Functional Requirements (NFRs)					
Category	Requirement Number	Requirement	NFR applicable to third-party software		
			Enterprise Planning Tool	Rich Text Control software	Spelling / Grammar Checking software
Usability	NFR-1	Provision of the third-party software must include, at a minimum, provision of the following documentation, in both. English (Canadian) and French (Canadian): i. Installation Guide ii. Administration Guide iii. User Guide iv. Release Notes v. Performance Tuning and capacity planning guidance (Note: <u>not</u> required for Rich Text Control software or Spelling / Grammar Checking software)	yes	yes	yes
Standards Compliance	NFR-2	The third-party software must operate in the OSFI enterprise environment as described in Sections 4.1.2 and 4.3.1.	yes	yes	yes
Standards Compliance	NFR-3	The third-party software must provide all user functionality primarily through the OSFI standard web browser.	yes	yes	yes
Standards Compliance	NFR-4	The third-party software must be designed and implemented to ensure it follows industry-accepted security 'best practices' where applicable (i.e. Open Web Application Security Project (OWASP) Guidance for security web applications (http://www.owasp.org/index.php/Guide_Table_of_Contents).	yes	yes	yes
Standards Compliance	NFR-5	The third-party software must comply with all applicable OSFI security standards. specifics to added in final RFP	yes	yes	yes
Standards Compliance	NFR-6	The third-party software must comply with all applicable Government of Canada security standards. specifics to be added in final RFP	yes	yes	yes
Capacity and Performance	NFR-7	Non resource-intensive functions, such as browsing the user's personal dashboard or navigating to a different	yes	N/A	N/A

Non-Functional Requirements (NFRs)					
Category	Requirement Number	Requirement	NFR applicable to third-party software		
			Enterprise Planning Tool	Rich Text Control software	Spelling / Grammar Checking software
		view or screen in the third-party software must take less than 2 seconds in all OSFI locations.			
Capacity and Performance	NFR-8	Moderately resource intensive functions, such as viewing resource schedules, in the third-party software must take less than 5 seconds in all OSFI locations.	yes	N/A	N/A
Capacity and Performance	NFR-9	Resource intensive functions, such as generating management reports, in the third-party software must take less than 7 seconds in all OSFI locations.	yes	N/A	N/A
Capacity and Performance	NFR-10	The third-party software must provide system configuration and capacity planning guidance to ensure optimal performance for the anticipated workload and to accommodate expected growth.	yes	N/A	N/A
Availability, Recoverability and Fault Tolerance	NFR-11	The third-party software documentation must provide recommendations, guidelines, processes and procedures for configuring and administering the system to support disaster recovery.	yes	N/A	N/A
Availability, Recoverability and Fault Tolerance	NFR-12	The third-party software must support continuous operation for 24 hours per day, 7 days per week, minus regular maintenance windows.	yes	yes	yes
Availability, Recoverability and Fault Tolerance	NFR-13	The third-party software components must allow for removal/replacement of existing instances for maintenance and upgrades while meeting the availability and performance requirements, and support a process to handle system patching and upgrades with minimal service interruption. This includes the capability to easily migrate changes from environment to environment.	yes	yes	yes
Availability, Recoverability and Fault Tolerance	NFR-14	The third-party software solution architecture must allow for multiple backup strategies that are dependent on: Data content, Metadata, documents, Binary code, web files & configuration data.	yes	yes	yes
Supportability	NFR-15	A detailed data model for the third-party software must be provided with definitions specified for each field (with an associated Data Dictionary).	yes	N/A	N/A
Supportability	NFR-16	The third-party software must have a proven historical record of timely compatibility with upgrades to the	yes	yes	yes

Non-Functional Requirements (NFRs)					
Category	Require ment Number	Requirement	NFR applicable to third-party software		
			Enterprise Planning Tool	Rich Text Control software	Spelling / Grammar Checking software
		Microsoft technology components implemented at OSFI.			

ATTACHMENT 3: RESOURCE CRITERIA

provided separately as Appendix c to Annex A – Resource Assessment Criteria and Response Table

ATTACHMENT 4: ENTERPRISE PLANNING TOOL FUNCTIONAL REQUIREMENTS

Enterprise Planning Tool Functional Requirements (FRs)				
#	Requirement Category	Detailed Requirement Description	High Level Requirement	Requirement Priority
1	Resource Capacity and Capability Management	The Enterprise Planning Tool software must have the capability to set planning constraints such as forecasted leave, vacancy, full time equivalency, new employee factor, full time percentage, forecasted other paid leave, to limit capacity by individual or across a group	R01 {The capability to report, view and update ongoing resource availability based on user-defined resource availability constraints such as leave, training, admin and statutory holiday etc., either by group (supervision, SSG, contractors etc.) or individual}	Mandatory
2	Resource Capacity and Capability Management	The Enterprise Planning Tool software should have the capability to create, update, delete entries for training for an individual to reduce available time	R01 {The capability to report, view and update ongoing resource availability based on user-defined resource availability constraints such as leave, training, admin and statutory holiday etc., either by group (supervision, SSG, contractors etc.) or individual}	High Priority
3	Resource Capacity and Capability Management	The Enterprise Planning Tool software must have the capability to add or remove a resource (internal or external) and update capacity accordingly	R01 {The capability to report, view and update ongoing resource availability based on user-defined resource availability constraints such as leave, training, admin and statutory holiday etc., either by group (supervision, SSG, contractors etc.) or individual}	Mandatory
4	Resource Capacity and Capability Management	The Enterprise Planning Tool software must have the capability to share capacity and status information with existing HR systems and reflect changes made in those systems to individual and group capacity or activity status	R01 {The capability to report, view and update ongoing resource availability based on user-defined resource availability constraints such as leave, training, admin and statutory holiday etc., either by group (supervision, SSG, contractors etc.) or individual}	Mandatory
5	Resource Capacity and Capability Management	The Enterprise Planning Tool software must have the capability to set global planning constraints including but not limited to work days per year, weekends, stat holiday	R01 {The capability to report, view and update ongoing resource availability based on user-defined resource availability constraints such as leave, training, admin and statutory holiday etc., either by group (supervision, SSG, contractors etc.) or individual}	Mandatory

Enterprise Planning Tool Functional Requirements (FRs)				
#	**Requirement Category**	**Detailed Requirement Description**	**High Level Requirement**	**Requirement Priority**
6	Resource Capacity and Capability Management	The Enterprise Planning Tool software should have the capability to view or report availability, capacity by group or by individual.	R03 {The capability to view and assess resource availability within user-defined groups to enable informed planning decisions and support resource requests.}	High Priority
7	Resource Capacity and Capability Management	The Enterprise Planning Tool software should have the capability to create user defined groups or use pre-defined groups from other sources	R03 {The capability to view and assess resource availability within user-defined groups to enable informed planning decisions and support resource requests.}	High Priority
8	Resource Capacity and Capability Management	The Enterprise Planning Tool software should have the capability to define and assign standard skillsets, tenure in group, accreditations to business roles and/or individuals	R04 {Capability to define resource groups by skill sets, types and org structure etc. to facilitate work assignment.}	Lower Priority
9	Resource Capacity and Capability Management	The Enterprise Planning Tool software should have the capability to define business roles and assign individuals or groups to roles.	R04 {Capability to define resource groups by skill sets, types and org structure etc. to facilitate work assignment.}	High Priority
10	Resource Capacity and Capability Management	The Enterprise Planning Tool software must have the capability to view and update approved/unapproved activities in the work plan to support scheduling and allocation of resources	R05 {The capability to view and manage the workload/work plan activities (both FI-specific and adhoc) for defined resources (individual, team, division, sector etc.) during the planning cycle and afterwards.}	Mandatory
11	Resource Capacity and Capability Management	The Enterprise Planning Tool software should have the capability to schedule activities and sub-activities according to resource availability, planning constraints and dependancies	R05 {The capability to view and manage the workload/work plan activities (both FI-specific and adhoc) for defined resources (individual, team, division, sector etc.) during the planning cycle and afterwards.}	High Priority
12	Resource Capacity and Capability Management	The Enterprise Planning Tool software must have the capability to sort, filter and aggregate planning activities by factors including but not limited to activity type, activity status, group, individual, roles, skills required, timeline, deliverable, milestone	R05 {The capability to view and manage the workload/work plan activities (both FI-specific and adhoc) for defined resources (individual, team, division, sector etc.) during the planning cycle and afterwards.}	Mandatory

Enterprise Planning Tool Functional Requirements (FRs)				
#	**Requirement Category**	**Detailed Requirement Description**	**High Level Requirement**	**Requirement Priority**
13	Resource Capacity and Capability Management	The Enterprise Planning Tool software should have the capability to support scenario analysis to identify possible scheduling timelines for proposed activities in the portfolio of approved activities.	R05 {The capability to view and manage the workload/work plan activities (both FI-specific and adhoc) for defined resources (individual, team, division, sector etc.) during the planning cycle and afterwards.}	Lower Priority
14	Resource Capacity and Capability Management	The Enterprise Planning Tool software should have the capability to support scenario analysis on proposed activities based on modification to planning inputs including effort, priority (based on RTF), risk, timeline.	R05 {The capability to view and manage the workload/work plan activities (both FI-specific and adhoc) for defined resources (individual, team, division, sector etc.) during the planning cycle and afterwards.}	Lower Priority
15	Resource Capacity and Capability Management	The Enterprise Planning Tool software should have the capability to compare resource requirements within activities to resource availability by factors including but not limited to group, role, skillset.	R05 {The capability to view and manage the workload/work plan activities (both FI-specific and adhoc) for defined resources (individual, team, division, sector etc.) during the planning cycle and afterwards.}	High Priority
16	Activity Definition and Approval	The Enterprise Planning Tool software must have the capability to define relationships between activities considering factors including but not limited to dependencies, timing	R07 {The capability to define and approve proposed supervision activities and scope with details including but not limited to: FRFI(s), Priority, Complexity, Suggested Timeline, Dependencies, Effort , required Resource Type/Skillset, and identified risk(s) }	Mandatory
17	Activity Definition and Approval	The Enterprise Planning Tool software must have the capability to define proposed Activities with scope details including but not limited to: Activity Type, Activity owner(s), FRFI(s)/Industry, Priority, Complexity, Suggested Timeline, Planned/Unplanned, Dependencies, Estimated Effort , required Resource Type/Skillset, and identified risk(s) and Corporate Priority	R07 {The capability to define and approve proposed supervision activities and scope with details including but not limited to: FRFI(s), Priority, Complexity, Suggested Timeline, Dependencies, Effort , required Resource Type/Skillset, and identified risk(s) }	Mandatory

Enterprise Planning Tool Functional Requirements (FRs)				
#	**Requirement Category**	**Detailed Requirement Description**	**High Level Requirement**	**Requirement Priority**
18	Activity Definition and Approval	The Enterprise Planning Tool software must have the capability to set status for proposed activities to approved, unapproved, rejected , modified or deferred and provide justification for status	R07 {The capability to define and approve proposed supervision activities and scope with details including but not limited to: FRFI(s), Priority, Complexity, Suggested Timeline, Dependencies, Effort , required Resource Type/Skillset, and identified risk(s) }	Mandatory
19	Activity Definition and Approval	The Enterprise Planning Tool software should have the capability to automate the approval of specific activities based on business role of Activity owner(s) or prioritization of activity (emergency)	R07 {The capability to define and approve proposed supervision activities and scope with details including but not limited to: FRFI(s), Priority, Complexity, Suggested Timeline, Dependencies, Effort , required Resource Type/Skillset, and identified risk(s) }	Lower Priority
20	Activity Definition and Approval	The Enterprise Planning Tool software must have the capability to approve the scope of a proposed activity	R07 {The capability to define and approve proposed supervision activities and scope with details including but not limited to: FRFI(s), Priority, Complexity, Suggested Timeline, Dependencies, Effort , required Resource Type/Skillset, and identified risk(s) }	Mandatory
21	Activity Definition and Approval	The Enterprise Planning Tool software must have the capability to approve the resource effort associated with a proposed activity	R07 {The capability to define and approve proposed supervision activities and scope with details including but not limited to: FRFI(s), Priority, Complexity, Suggested Timeline, Dependencies, Effort , required Resource Type/Skillset, and identified risk(s) }	Mandatory
22	Activity Definition and Approval	The Enterprise Planning Tool software should have the capability to define planning assumptions such as suggested days per activity	R07 {The capability to define and approve proposed supervision activities and scope with details including but not limited to: FRFI(s), Priority, Complexity, Suggested Timeline, Dependencies, Effort , required Resource	High Priority

Enterprise Planning Tool Functional Requirements (FRs)				
#	**Requirement Category**	**Detailed Requirement Description**	**High Level Requirement**	**Requirement Priority**
			Type/Skillset, and identified risk(s) }	
23	Activity Definition and Approval	The Enterprise Planning Tool software must have the capability to propose suggested activities for a FRFI based on its Supervisory intensity	R07 {The capability to define and approve proposed supervision activities and scope with details including but not limited to: FRFI(s), Priority, Complexity, Suggested Timeline, Dependencies, Effort , required Resource Type/Skillset, and identified risk(s) }	Mandatory
24	Activity Definition and Approval	The Enterprise Planning Tool software must have the capability to set the which plan year is current	R09 {The capability to use previous years' planning actuals for supervisory activities, KPIs and long term forecasts to support planning of future supervisory activities.}	Mandatory
25	Activity Definition and Approval	The Enterprise Planning Tool software must have the capability to search and view the attributes of unapproved or approved activities from previous time periods	R09 {The capability to use previous years' planning actuals for supervisory activities, KPIs and long term forecasts to support planning of future supervisory activities.}	Mandatory
26	Activity Definition and Approval	The Enterprise Planning Tool software must have the capability to use actual time spent on activities in previous planning cycles to forecast effort/duration for similar activities in current planning cycle	R09 {The capability to use previous years' planning actuals for supervisory activities, KPIs and long term forecasts to support planning of future supervisory activities.}	Mandatory
27	Activity Definition and Approval	The Enterprise Planning Tool software should have the capability to carry forward previous years planned activity details and attributes to base current year planning assumptions or provide default values	R09 {The capability to use previous years' planning actuals for supervisory activities, KPIs and long term forecasts to support planning of future supervisory activities.}	High Priority
28	Activity Definition and Approval	The Enterprise Planning Tool software must have the capability to plan activities for multiple planning periods (FY) concurrently	R09 {The capability to use previous years' planning actuals for supervisory activities, KPIs and long term forecasts to support planning of future supervisory activities.}	Mandatory

Enterprise Planning Tool Functional Requirements (FRs)				
#	Requirement Category	Detailed Requirement Description	High Level Requirement	Requirement Priority
29	Activity Definition and Approval	The Enterprise Planning Tool software should have the capability to maintain multiple scenarios of a plan within a planning period	R09 {The capability to use previous years' planning actuals for supervisory activities, KPIs and long term forecasts to support planning of future supervisory activities.}	High Priority
30	Resource Allocation	The Enterprise Planning Tool software must have the capability to allocate resources or resource groups to approved, unplanned or proposed supervisory activities	R10 {The capability to allocate resources to approved supervisory activities based on knowledge, skills, experience and availability.}	Mandatory
31	Resource Allocation	The Enterprise Planning Tool software must have the capability to release resource commitments for proposed or approved activities if they have been changed, rejected, deferred or cancelled.	R10 {The capability to allocate resources to approved supervisory activities based on knowledge, skills, experience and availability.}	Mandatory
32	Resource Allocation	The Enterprise Planning Tool software must have the capability to provide users with information about resource skills, experience and availability when making resource allocation decisions	R10 {The capability to allocate resources to approved supervisory activities based on knowledge, skills, experience and availability.}	Mandatory
33	Resource Allocation	The Enterprise Planning Tool software must have the capability to update resource capacity based on the allocation of a resource to an activity	R10 {The capability to allocate resources to approved supervisory activities based on knowledge, skills, experience and availability.}	Mandatory
34	Plan Change Management	The Enterprise Planning Tool software should have the capability to initiate a plan change management workflow/process if material additions, changes, deletions are proposed for approved activities	R12 {The capability to support, triage and impact assessment of potential additions/changes/delays to planned activities, their priorities and the corresponding resource implications.}	High Priority
35	Plan Change Management	The Enterprise Planning Tool software must have the capability to support scenario analysis identifying potential impacts to approved activities and their dependencies based on changes to planning inputs including but not limited to effort, priority (based on RTF), timeline, scope.	R12 {The capability to support, triage and impact assessment of potential additions/changes/delays to planned activities, their priorities and the corresponding resource implications.}	Mandatory
36	Plan Change Management	The Enterprise Planning Tool software must have the capability to record the planning decision (approval/rejection/deferral) of proposed activities or changes to	R13 {The capability to record and report the justification for approval/rejection of changes to planned activities.}	Mandatory

Enterprise Planning Tool Functional Requirements (FRs)				
#	**Requirement Category**	**Detailed Requirement Description**	**High Level Requirement**	**Requirement Priority**
		activities along with justification supporting the decision.		
37	Plan Change Management	The Enterprise Planning Tool software must have the capability to commit resources allocated to an activity once the activity has been approved	R13 {The capability to record and report the justification for approval/rejection of changes to planned activities.}	Mandatory
38	Prioritization	The Enterprise Planning Tool software must have the capability to support a prioritization model for plan activities based on various criteria (e.g. ratings per the Risk Matrix, information decay, etc.) and weightings.	R14 {The capability to define and modify the priority of Supervisory activities through user-defined criteria and weightings, (e.g. Executive direction, Risk Tolerance and effort etc.) with appropriate authorization.}	Mandatory
39	Prioritization	The Enterprise Planning Tool software must have the capability to use activity attributes as inputs into the prioritization model to derive a prioritization value for the activity	R14 {The capability to define and modify the priority of Supervisory activities through user-defined criteria and weightings, (e.g. Executive direction, Risk Tolerance and effort etc.) with appropriate authorization.}	Mandatory
40	Prioritization	The Enterprise Planning Tool software should have the capability to set editable default values for group or global prioritization parameters in the priority model (e.g. RTF, Supervision Priorities)	R14 {The capability to define and modify the priority of Supervisory activities through user-defined criteria and weightings, (e.g. Executive direction, Risk Tolerance and effort etc.) with appropriate authorization.	High Priority
41	Prioritization	The Enterprise Planning Tool software should have the capability to assign activities to a priority queue and maintain attributes including but not limited to creation date, removal date, removal reason, status (e.g. proposed deferred, approved deferred), expiry date, labels associated with the queue	R16 {The capability to maintain a sortable queue(s) of prioritized activities including cancelled or deferred activities to support planning and plan change management.}	High Priority
42	Prioritization	The Enterprise Planning Tool software should have the capability to sort/filter activities within the queue based on available attributes	R16 {The capability to maintain a sortable queue(s) of prioritized activities including cancelled or deferred activities to support planning and plan change management.}	High Priority

Enterprise Planning Tool Functional Requirements (FRs)				
#	**Requirement Category**	**Detailed Requirement Description**	**High Level Requirement**	**Requirement Priority**
43	Prioritization	The Enterprise Planning Tool software should have the capability to report on activities within the queue to support planning and management of activities (e.g. time on queue, types on queue)	R16 {The capability to maintain a sortable queue(s) of prioritized activities including cancelled or deferred activities to support planning and plan change management.}	High Priority
44	Prioritization	The Enterprise Planning Tool software should have the capability remove activities from the queue either manually or based on activity or queue attributes (e.g. activity expiry date)	R16 {The capability to maintain a sortable queue(s) of prioritized activities including cancelled or deferred activities to support planning and plan change management.}	Lower Priority
45	Activity Tracking	The Enterprise Planning Tool software must have the capability to track reported effort of resources to planned or unplanned activities or sub activities	R18 {The capability to track the progress, status and resource effort of any planned supervisory activity or sub-activity.}	Mandatory
46	Activity Tracking	The Enterprise Planning Tool software must have the capability to set the user defined status of an approved activity (e.g. initiated, in progress, in review, completed)	R18 {The capability to track the progress, status and resource effort of any planned supervisory activity or sub-activity.}	Mandatory
47	Activity Tracking	The Enterprise Planning Tool software must have the capability to record progress toward completion of key activities	R18 {The capability to track the progress, status and resource effort of any planned supervisory activity or sub-activity.}	Mandatory
48	Activity Tracking	The Enterprise Planning Tool software must have the capability to report resource effort against available factors (e.g. activity type, priority, FRFI, Risk)	R18 {The capability to track the progress, status and resource effort of any planned supervisory activity or sub-activity.}	Mandatory
49	Activity Tracking	The Enterprise Planning Tool software must have the capability to require an explanation for effort tracked to unplanned activities	R18 {The capability to track the progress, status and resource effort of any planned supervisory activity or sub-activity.}	Mandatory
50	Activity Tracking	The Enterprise Planning Tool software must have the capability to report on the progress of activities by any available factor (e.g. status, timeline, etc.)	R18 {The capability to track the progress, status and resource effort of any planned supervisory activity or sub-activity.}	Mandatory
51	Usability	The Enterprise Planning Tool software must deliver, enable and support the Graphical User Interface (GUI) functionality in both Official Languages of Canada, English and French, and allow users a choice of which official language they want		Mandatory

Enterprise Planning Tool Functional Requirements (FRs)				
#	**Requirement Category**	**Detailed Requirement Description**	**High Level Requirement**	**Requirement Priority**
		to work in, with the capability to toggle between English and French dynamically, and for the user to set a language preference.		
52	Usability	The Enterprise Planning Tool software must allow text information to be entered in either English or French, with support for all French characters.		Mandatory
53	Usability	The Enterprise Planning Tool software must provide clear and meaningful error messages to end users and administrators, in the official language of their choice, French or English.		Mandatory
54	Usability	The Enterprise Planning Tool software must provide integrated, context-sensitive on-line help in both official languages of Canada, English and French.		Mandatory
55	Usability	The Enterprise Planning Tool software must hide or "grey out" menu items and screen components which the user is not authorized to access.		Mandatory
56	Usability	The Enterprise Planning Tool software must support single sign-on using standard Windows authentication mechanisms.		Mandatory
57	Standards Compliance	The Enterprise Planning Tool software must automatically track changes to the business data that it manages. This should track, at a minimum, who, when, what and how a data value was changed, at the field level. The tracking data must be readily viewable in a user interface provided by the solution. **Notes:** • “Change” includes the creation, update or deletion of data. • “Who” includes a person as well as an automated change driven by a business rule. • "How” specifies the details of the change itself which could be represented with reference to old and new data values (i.e. the values before and after the change).		Mandatory

Enterprise Planning Tool Functional Requirements (FRs)				
#	Requirement Category	Detailed Requirement Description	High Level Requirement	Requirement Priority
		• "What" is the identification of the specific record and the name of the field that encountered the change. The level of tracking and the objects (i.e. tables / entities) upon which tracking has been enabled should be configurable.		
58	Standards Compliance	The Enterprise Planning Tool software must display all dates (on all system screens) in standard ISO format yyyy-mm-dd order, driven from a configuration setting.		Mandatory
59	Mobility	The Enterprise Planning Tool software must support access from mobile devices, including, but not limited to iOS, Android, and Windows, with the user interface optimized for mobile form factors.		Mandatory
60	Mobility	The Enterprise Planning Tool software must allow users to function in offline mode, without a network connection, and sync updates back to the master database when the user re-connects to the network.		Mandatory
61	Capacity and Performance	The Enterprise Planning Tool software must provide content version control and allow business rules to be defined to manage the retention and disposition of content.		Mandatory
62	Capacity and Performance	The Enterprise Planning Tool software must provide key capacity metrics including but not limited to: i. Number of users ii. Type of users iii. Number of concurrent sessions by time interval		Mandatory
63	Capacity and Performance	The Enterprise Planning Tool software must provide a means of monitoring performance metrics, such as: i. volume of transactions and associated response times ii. volume of transactions in peak & non-peak periods		Mandatory

Enterprise Planning Tool Functional Requirements (FRs)				
#	Requirement Category	Detailed Requirement Description	High Level Requirement	Requirement Priority
		iii. amount of storage, memory, and CPU used iv. data volumes v. historical growth metrics (data, users, transactions, etc.)		
64	Availability, Recoverability and Fault Tolerance	The backup mechanisms provided by the Enterprise Planning Tool software must be able to be configured such that data loss in the event of a disaster is limited to a maximum of 24 hours.		Mandatory
65	Availability, Recoverability and Fault Tolerance	The Enterprise Planning Tool software must enable authorized users to back-up and restore information on a scheduled or ad-hoc basis.		Mandatory
66	Security	All user activity in the Enterprise Planning Tool software must be end-to-end auditable for tracking, troubleshooting and access control purposes.		Mandatory
67	Security	The Enterprise Planning Tool software must be capable of recording and storing a minimum of 30 days of audit logs, or be capable of sending the security audit logs to a centrally managed third-party logging solution (i.e. Security Information Management (SIM) solution).		Mandatory
68	Supportability	The Enterprise Planning Tool software must provide local administrators the functionality to manage user accounts and to configure access rights.		Mandatory
69	Supportability	The Enterprise Planning Tool software must provide administrative support tools and procedures to ensure an optimized, highly available and secure system.		Mandatory
70	Supportability	All Enterprise Planning Tool software components must be able to log enough activity information to allow for operation management and monitoring tools, either those built into or used at OSFI (e.g. Microsoft System Center Operations Manager) to gather the necessary availability, performance alerts and reports.		Mandatory

Enterprise Planning Tool Functional Requirements (FRs)				
#	**Requirement Category**	**Detailed Requirement Description**	**High Level Requirement**	**Requirement Priority**
71	Supportability	The Enterprise Planning Tool software logs must be accessible and easily parsed. The level of detail and the format of information captured in the logs must be configurable by the system administrator.		Mandatory
72	Interoperability	The Enterprise Planning Tool software must be able to consume web services when necessary. Some examples are RESTful, SOAP, XML over HTTP, and others.		Mandatory
73	Interoperability	Data must be able to be loaded into the Enterprise Planning Tool software using native functionality available in Microsoft SQL Server Integration Services, or using a Web Services layer.		Mandatory
74	Interoperability	The Enterprise Planning Tool software must be able to provide standard data interfaces for other OSFI systems to utilize when consuming data. Standard interfaces include data services and SQL-based views. i. Structured Data: providing suitable data interfaces so that the data managed in the solution can be made available to OSFI's standard BI tools for reporting and analytics. ii. Structured Data: providing suitable data interfaces so that data managed in the solution that is deemed to be master data can be made available for publishing within OSFI's Master Data Hub (MDH).		Mandatory
75	Protection and Management of Personal Information	The Enterprise Planning Tool software must have the capability to identify personal information that has been legitimately collected for the purposes of an OSFI program or activity; implement appropriate controls to ensure that personal information is protected against unauthorized use or disclosure; can easily be		Mandatory

Enterprise Planning Tool Functional Requirements (FRs)				
#	Requirement Category	Detailed Requirement Description	High Level Requirement	Requirement Priority
		made available to the person to whom it pertains; and can be disposed of after it is no longer required. This includes the capability to do security trimming.		
76	Data Quality	The Enterprise Planning Tool software must provide capabilities that ensure robust data management. This includes the capability to ensure data quality and data security as well as the capability to readily define data with all required properties and behaviours that meet business information and functional needs. Data definitions should be configurable, viewable and easy to understand so that they are unambiguous. i. Data quality includes aspects such as the capability to ensure data integrity, completeness and consistency. These are typically controlled through the definition of data relationships between entities, rules defined on entities and their properties as well as workflows that can enable quality control such as approvals. Data integrity also speaks to the underlying architecture of software platform that ensures data is committed or rolled back consistently and reliably under all data management operations where data is either being read, created, updated or deleted. ii. Data definitions are the metadata defined within the solution so that the data meets all business information and functional requirements. The metadata must be easy to manage and understand so that		Mandatory

Enterprise Planning Tool Functional Requirements (FRs)				
#	**Requirement Category**	**Detailed Requirement Description**	**High Level Requirement**	**Requirement Priority**
		administration and configuration of the solution is not error prone or time consuming.		
77	Security	The Enterprise Planning Tool software must not require end-users to have elevated system privileges.		Mandatory
78	Security	User and service account passwords for the Enterprise Planning Tool software must not be stored or transmitted in clear text.		Mandatory
79	Security	The Enterprise Planning Tool software must provide interfaces to allow for remote management by, and response to, security monitoring tools.		Mandatory
80	Security	All Enterprise Planning Tool software components must be able to log enough activity information to allow for security monitoring tools to generate the security alerts and reports.		Mandatory
81	Security	The Enterprise Planning Tool software must be able to run the administrative functions using interfaces and ports other than those used for regular usage.		Mandatory
82	Security	Application object permissions within the Enterprise Planning Tool software must be granular enough to allow for compliance with applicable security policies.		Mandatory
83	Security	The Enterprise Planning Tool software's application/service and user accounts rights and permissions must be configurable to allow for separation of duties.		Mandatory
84	Security	If the Enterprise Planning Tool software utilizes an SQL Server database, access to the database, either directly or through an application interface, must be done using Windows authentication mode, not SQL authentication.		Mandatory
85	Security	Web services provided by the Enterprise Planning Tool software must be able to be secured using the Kerberos authentication protocol.		Mandatory

ATTACHMENT 5: RICH TEXT CONTROL SOFTWARE FUNCTIONAL REQUIREMENTS

Rich Text Control software Functional Requirements (FRs)			
#	**Requirement Category**	**High-Level Requirement**	**Requirement Priority**
1	Text Format Features	The Rich Text Control software must have the capability for an end-user to select text size.	Mandatory
2	Text Format Features	The Rich Text Control software must have the capability for an end-user to select character fonts and styles including, at a minimum: a) bold, b) underline, and c) italic..	Mandatory
3	Text Format Features	The Rich Text Control software should have the capability for an end-user to select additional character fonts and styles such as: a) superscript, b) subscript, c) strikethrough, d) double strikethrough, e) caps, and f) small-caps.	Lower Priority
4	Text Format Features	The Rich Text Control software must have the capability for an end-user to select text color, highlight color and underline color.	Mandatory
5	Text Format Features	The Rich Text Control software should have the capability for an end-user to vertically orient text.	High Priority
6	List Features	The Rich Text Control software should provide an editor which supports Microsoft Word list numbering features when pasted into text controls.	High Priority
7	List Features	The Rich Text Control software should have the capability for an end user to create multilevel lists with different bullet types and numbering at each level.	High Priority
8	List Features	The Rich Text Control software should provide an editor which has the capability for the bullet symbol and the list number format to be customized with simple or compound list numbers.	High Priority
9	Paragraph Format Features	The Rich Text Control software should have the capability for an end-user to set paragraph indentation to left indentation, right indentation and hanging indentation.	High Priority
10	Paragraph Format Features	The Rich Text Control software should have the capability for an end-user to left justify, center, right justify, and fully justify paragraphs (where full justification sets text flush with both margins).	High Priority
11	Paragraph Format Features	The Rich Text Control software should have the capability for an end-user to set paragraph line spacing to single or double space and set spacing before and after paragraph.	High Priority

Rich Text Control software Functional Requirements (FRs)			
#	Requirement Category	High-Level Requirement	Requirement Priority
12	Paragraph Format Features	The Rich Text Control software should provide an editor which supports left, right, center and decimal tabs.	High Priority
13	Paragraph Format Features	The Rich Text Control software should have the capability for an end-user to choose between different paragraph styles.	Lower Priority
14	Paragraph Format Features	The Rich Text Control software should have the capability for an end-user to set paragraph borders.	Lower Priority
15	Paragraph Format Features	The Rich Text Control software should provide an editor which has the capability to create multilevel paragraphs.	Lower Priority
16	Hyperlink Features	The Rich Text Control software must have the capability for an end-user to add hyperlinked text.	Mandatory
17	Table Features	The Rich Text Control software should provide an editor which supports left, right or center alignment of tables.	High Priority
18	Table Features	The Rich Text Control software should provide an editor which has the capability to create static tables.	High Priority
19	Table Features	The Rich Text Control software should provide an editor which has the capability to create positionable tables.	Lower Priority
20	Table Features	The Rich Text Control software should have the capability to create nested tables.	High Priority
21	Table Features	The Rich Text Control software should provide an editor which supports horizontal and vertical merging of cells.	High Priority
22	Table Features	The Rich Text Control software should provide an editor which has the capability for splitting cells in both the horizontal and vertical directions.	High Priority
23	Table Features	The Rich Text Control software should provide an editor which has the capability for shading cell and cell background colors in tables.	High Priority
24	Table Features	The Rich Text Control software should provide an editor which has the capability for formatting borders with different colors and thicknesses for cells and tables.	High Priority
25	Table Features	The Rich Text Control software should provide an editor which has the capability for horizontal and vertical alignment of text within a table cell.	High Priority
26	Table Features	The Rich Text Control software should provide an editor which has the capability for vertical orientation of text within a table cell.	High Priority
27	Table Features	The Rich Text Control software should provide an editor which has the capability for an end-user to modify the way in which table row height is determined, i.e., Automatic height determination, minimum height selection and exact height specification.	High Priority
28	Image and Drawing Features	The Rich Text Control software should provide an editor has the capability to add static and	High Priority

Rich Text Control software Functional Requirements (FRs)			
#	Requirement Category	High-Level Requirement	Requirement Priority
		positionable images and drawing objects within text.	
29	Image and Drawing Features	The Rich Text Control software should have the capability for an end-user to position an image or drawing object relative to the base-line of text.	Lower Priority
30	Image and Drawing Features	The Rich Text Control software should provide an editor which has the capability for text to flow from one image or text box to another.	Lower Priority
31	Image and Drawing Features	The Rich Text Control software should provide an editor which has the capability for text to flow around images, drawing objects and text boxes.	Lower Priority
32	Image and Drawing Features	The Rich Text Control software should provide an editor which has the capability for text editing over an image.	Lower Priority
33	Image and Drawing Features	The Rich Text Control software should provide an editor which provides drawing tools for inserting shapes and lines.	Lower Priority
34	Language Features	The Rich Text Control software must provide an editor which supports Unicode.	Mandatory
35	Language Features	The Rich Text Control software must provide an editor which provides full support for both English (Canadian) and French (Canadian) character sets.	Mandatory
36	Copy & Paste Features	The Rich Text Control software must have the capability for an end-user to copy/paste styled text from/to Microsoft Word documents 2010 (.docx), and higher, without loss of formatting.	Mandatory
37	Copy & Paste Features	The Rich Text Control software should have the capability for an end-user to copy/paste styled text from PDF documents (.pdf) without loss of formatting.	High Priority
38	Copy & Paste Features	The Rich Text Control software must have the capability for an end-user to copy/paste styled text from/to Rich Text documents (.rtf) without loss of formatting	Mandatory
39	Copy & Paste Features	The Rich Text Control software should have the capability for an end-user should be able to copy/paste styled text from MIME HTML (.mht) without loss of formatting	High Priority
40	Copy & Paste Features	The Rich Text Control software must have the capability for an end-user to copy/paste text from/to plain text documents (.txt). Note: formatting will be lost on paste to plain text document	Mandatory
41	Print Features	The Rich Text Control software should have the capability for an end-user to initiate printing of the contents of a rich-text control to a printer with support for print preview, paper selection and other printer settings.	Lower Priority
42	Technology Features	The Rich Text Control software must have the capability for an end-user to embed the editor in a Dynamics CRM form.	Mandatory

Rich Text Control software Functional Requirements (FRs)			
#	Requirement Category	High-Level Requirement	Requirement Priority
43	Technology Features	The Rich Text Control software must have the capability for an end-user to embed the editor in a SharePoint list field.	Mandatory
44	Technology Features	The Rich Text Control software should have the capability to embed the editor in an ASP.NET web application-page.	High Priority
45	Technology Features	The Rich Text Control software must capture content in a format that can be stored within a Dynamics CRM entity table.	Mandatory
46	Technology Features	The Rich Text Control software must capture content in a format that can be incorporated into Microsoft Office documents and reports generated from entity data stored within Dynamics CRM using OSFI's standard reporting technologies.	Mandatory
47	Technology Features	The Rich Text Control software must provide an editor which provides the capability to open a full-screen editing view when editing the contents of a form control, and allow the user to close the full-screen view when they have finished editing.	Mandatory
48	Accessibility	The Rich Text Control software must comply with the Government of Canada *Standard on Web Accessibility* requirements for people with disabilities or special needs. http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=23601	Mandatory
49	Usability	The Rich Text Control software must comply with the Government of Canada *Standard on Web Usability.* http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=24227	Mandatory
50	Usability	The Rich Text Control software must deliver, enable and support the Graphical User Interface (GUI) functionality in both Official Languages of Canada, English and French, and allow users a choice of which official language they want to work in, with the ability to toggle between English and French dynamically, and for the user to set a language preference.	Mandatory
51	Usability	The Rich Text Control software must allow text information to be entered in either English or French, with support for all French characters.	Mandatory
52	Usability	The Rich Text Control software must provide clear and meaningful error messages to end users and administrators, in the official language of their choice, French or English.	Mandatory

Rich Text Control software Functional Requirements (FRs)			
#	**Requirement Category**	**High-Level Requirement**	**Requirement Priority**
53	Usability	The Rich Text Control software must hide or "grey out" menu items and screen components which the user is not authorized to access.	Mandatory
54	Standards Compliance	The Rich Text Control software must display all dates (on all system screens) in standard ISO format yyyy-mm-dd order, driven from a configuration setting.	Mandatory
55	Mobility	The Rich Text Control software must support access from mobile devices, including, but not limited to iOS, Android, and Windows, with the user interface optimized for mobile form factors.	Mandatory
56	Mobility	The Rich Text Control software must allow users to function in offline mode, without a network connection, and sync updates back to the master database when the user re-connects to the network.	Mandatory
57	Interoperability	The Rich Text Control software must comply with the Government of Canada *Standard on Web Interoperability*. *http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=25875*	Mandatory
58	Security	The Rich Text Control software must not require end-users to have elevated system privileges.	Mandatory

ATTACHMENT 6: SPELLING/GRAMMAR CHECKING FUNCTIONAL REQUIREMENTS

Spelling / Grammar Checking Functional Requirements (FRs)			
#	Requirement Category	High-Level Requirement	Requirement Priority
1	Error Correction Features	The Spelling / Grammar Checking software should have the capability for misspelled words to be indicated as the end-user types.	High Priority
2	Error Correction Features	The Spelling / Grammar Checking software must have the capability for misspelled words to be clearly indicated inline in the text (e.g. colored underlining of misspelled words, or similar visual markers).	Mandatory
3	Error Correction Features	The Spelling / Grammar Checking software should have the capability for incorrect grammar usage to be indicated as the end-user types.	High Priority
4	Error Correction Features	The Spelling / Grammar Checking software should have the capability for grammar errors to be clearly indicated inline in the text (e.g. colored underlining of incorrect phrases, or similar visual markers).	High Priority
5	Error Correction Features	The Spelling / Grammar Checking software solution must have the capability to automatically suggest spelling corrections for any misspelled word (e.g., right click over word to access context menu with suggested corrections).	Mandatory
6	Error Correction Features	The Spelling / Grammar Checking software should have the capability for manual replacement of any misspelled word by an auto-suggested spelling correction (e.g., selection of suggested correction from context menu replaces associated word with correction).	High Priority
7	Error Correction Features	The Spelling / Grammar Checking software should have the capability for manual replacement of incorrect phrase by an auto-suggested grammar correction (e.g., selection of suggested correction from context menu replaces associated word with correction).	Lower Priority
8	Error Correction Features	The Spelling / Grammar Checking software should have the capability to automatically suggest grammar corrections for grammar errors (e.g., right click over phrase to access context menu with suggested corrections).	Lower Priority
9	Dictionary Features	The Spelling / Grammar Checking software must provide a default English (Canadian) or French (Canadian) dictionary that is persistently selected based on the end-user's language choice unless manually overridden.	Mandatory
10	Dictionary Features	The Spelling / Grammar Checking software should have the capability for end-users to personalize dictionaries (i.e., add words to, or over-ride, entries in dictionaries) on-the-fly and have these changes persist for the end-user across sessions. These changes should only be used for the end-user who made them and the	Lower Priority

Spelling / Grammar Checking Functional Requirements (FRs)			
#	**Requirement Category**	**High-Level Requirement**	**Requirement Priority**
		end-user should be able to choose to revert to the default dictionary.	
11	Dictionary Features	The Spelling / Grammar Checking software should have the capability to create alternative, business-specific dictionaries (e.g., for Supervision division, for HR, for Finance, etc.) with business-specific vocabulary and language rules in both official languages.	Lower Priority
12	Dictionary Features	The Spelling / Grammar Checking software should have the capability for end-users to manually select a preferred dictionary for use from among alternative dictionaries and have this choice persist for the end-user across sessions.	Lower Priority
13	Dictionary Features	The Spelling / Grammar Checking software should have the capability for multiple-language spell-checking (i.e., use English (Canadian) and French (Canadian) dictionaries at the same time for bilingual documents)	Lower Priority
14	Thesaurus Features	The Spelling / Grammar Checking software should have the capability to access online Thesaurus entries for an end-user provided word.	Lower Priority
15	Thesaurus Features	The Spelling / Grammar Checking software should have the capability to access online Thesaurus entries for an end-user selected word in text content.	Lower Priority
16	Thesaurus Features	The Spelling / Grammar Checking software should have the capability to insert a selected word from an online Thesaurus entry into text content.	Lower Priority
17	User Experience Features	The Spelling / Grammar Checking software must provide the capability for end-user controls related to spellchecking to have multilingual labels.	Mandatory
18	User Experience Features	The Spelling / Grammar Checking software should provide the capability for end-user controls related to grammar checking to have multilingual labels.	High Priority
19	Form control features	The Spelling / Grammar Checking software must have the capability for spellchecking to be applied to the content of all text controls, including Rich Text, used on any form.	Mandatory
20	Form control features	The Spelling / Grammar Checking software should have the capability for grammar checking to be applied to the content of any/all standard plaintext text controls used on any form.	High Priority
21	Mobile & Offline Features	The Spelling / Grammar Checking software must have the capability for spellchecking of forms that are used in forms displayed on a mobile device.	Mandatory
22	Mobile & Offline Features	The Spelling / Grammar Checking software should have the capability for spellchecking of forms that are used in offline mode.	High Priority
23	Mobile & Offline Features	The Spelling / Grammar Checking software should have the capability for grammar checking of forms that are used in forms displayed on a mobile device.	High Priority

Spelling / Grammar Checking Functional Requirements (FRs)			
#	**Requirement Category**	**High-Level Requirement**	**Requirement Priority**
24	Mobile & Offline Features	The Spelling / Grammar Checking software should have the capability for grammar checking of forms that are used in offline mode.	High Priority
25	Performance Features	The Spelling / Grammar Checking software should have the capability for spellchecking to occur without a noticeable lag that can interfere with the end-user's experience (i.e., same or better than desktop Microsoft Word response time on standard OSFI workstations).	High Priority
26	Performance Features	The Spelling / Grammar Checking software should have the capability for grammar checking occurs without a noticeable lag that can interfere with the end-user's experience (i.e., same or better than desktop Microsoft Word response time on standard OSFI workstations).	High Priority
27	Technology Features	The Spelling / Grammar Checking software should provide custom JavaScript spell-checking API enabling use of spellchecking and grammar checking capability in forms enhanced through the use of JavaScript.	Lower Priority
28	Technology Features	The Spelling / Grammar Checking software provided JavaScript API should not conflict with other JavaScript packages.	Lower Priority
29	Technology Features	The Spelling / Grammar Checking software should provide the capability for the spellchecker to be incorporated into the STTR user experience (UX), including Microsoft Dynamics CRM forms without constraining the use of out-of-the-box platform features.	Mandatory
30	Technology Features	The Spelling / Grammar Checking software should provide the capability for the spellchecker to be incorporated into the STTR user experience (UX), including SharePoint lists and other forms without constraining the use of out-of-the-box platform features.	High Priority
31	Technology Features	The Spelling / Grammar Checking software should provide the capability for the grammar checker to be incorporated into the STTR user experience (UX), including Microsoft Dynamics CRM forms without constraining the use of out-of-the-box platform features.	High Priority
32	Technology Features	The Spelling / Grammar Checking software should provide the capability for the grammar checker to be incorporated into the STTR user experience (UX), including SharePoint lists and other forms without constraining the use of out-of-the-box platform features.	High Priority
33	Technology Features	The Spelling / Grammar Checking software must provide spellcheck features which support Unicode.	Mandatory
34	Technology Features	The Spelling / Grammar Checking software must provide spellcheck features which support both English (Canadian) and French (Canadian) character sets.	Mandatory

Spelling / Grammar Checking Functional Requirements (FRs)			
#	**Requirement Category**	**High-Level Requirement**	**Requirement Priority**
35	Technology Features	The Spelling / Grammar Checking software should provide grammar check features which support Unicode.	High Priority
36	Technology Features	The Spelling / Grammar Checking software must provide grammar check features which support both English (Canadian) and French (Canadian) character sets.	High Priority
37	Accessibility	The Spelling / Grammar Checking software must comply with the Government of Canada *Standard on Web Accessibility* requirements for people with disabilities or special needs. http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=23601	Mandatory
38	Usability	The Spelling / Grammar Checking software must comply with the Government of Canada *Standard on Web Usability.* http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=24227	Mandatory
39	Usability	The Spelling / Grammar Checking software must deliver, enable and support the Graphical User Interface (GUI) functionality in both Official Languages of Canada, English and French, and allow users a choice of which official language they want to work in, with the ability to toggle between English and French dynamically, and for the user to set a language preference.	Mandatory
40	Usability	The Spelling / Grammar Checking software must allow text information to be entered in either English or French, with support for all French characters.	Mandatory
41	Usability	The Spelling / Grammar Checking software must provide clear and meaningful error messages to end users and administrators, in the official language of their choice, French or English.	Mandatory
42	Usability	The Spelling / Grammar Checking software must hide or "grey out" menu items and screen components which the user is not authorized to access.	Mandatory
43	Standards Compliance	The Spelling / Grammar Checking software must display all dates (on all system screens) in standard ISO format yyyy-mm-dd order, driven from a configuration setting.	Mandatory
44	Mobility	The Spelling / Grammar Checking software must support access from mobile devices, including, but not limited to iOS, Android, and Windows, with the user interface optimized for mobile form factors.	Mandatory
45	Mobility	The Spelling / Grammar Checking software must allow users to function in offline mode, without a network connection, and sync updates back to the master database when the user re-connects to the network.	Mandatory

Spelling / Grammar Checking Functional Requirements (FRs)			
#	**Requirement Category**	**High-Level Requirement**	**Requirement Priority**
46	Interoperability	The Spelling / Grammar Checking software must comply with the Government of Canada *Standard on Web Interoperability*. http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=25875	Mandatory
47	Security	The Spelling / Grammar Checking software must not require end-users to have elevated system privileges.	Mandatory

ATTACHMENT 7: GLOSSARY OF ACRONYMS AND TERMS

Acronym / Term	Definition
GC	Government of Canada
Dynamics CRM	Refers to the Microsoft Dynamics CRM software suite of products.
SharePoint	Refers to the Microsoft SharePoint software suite of products
MS	Microsoft
Agile	In software application development, agile software development (ASD) is a methodology for the creative process that anticipates the need for flexibility and applies a level of pragmatism into the delivery of the finished product. Agile software development focuses on keeping code simple, testing often, and delivering functional bits of the application as soon as they're ready. The goal of ASD is to build upon small client-approved parts as the project progresses, as opposed to delivering one large application at the end of the project.
Scrum	**Scrum** is a methodology that allows a team to self-organize and make changes quickly, in accordance with Agile principles.
Scrum Master	A **scrum master** is the facilitator for an Agile development team. The **scrum master** manages the process for how information is exchanged. The scrum master is responsible for removing any impediments to progress, facilitating meetings, and doing things like working with the product owner to make sure the product backlog is in good shape and ready for the next sprint.
Sprint	In product development, a **sprint** is a set period of time during which specific work has to be completed and made ready for review. Each **sprint** begins with a planning meeting.
STTR Project	Refers to the Supervision Technology Tools and Renewal (STTR) business transformation project led and managed by OSFI.
STTR System	Refers to the integrated system, based on Dynamics CRM, SharePoint and other third-party software, which will be implemented as a result of the STTR Project to support OSFI's Supervision sector.
Work	Refers to all products and services to be delivered by the Contractor under the contract and subsequent TAs.
FRFI	Federally Regulated Financial Institutions
UAT	(User Acceptance Testing) System testing done at OSFI, by the Client, where application is run through a test suite (end-to-end) to ensure that overall functionality is not broken.
SIT	(System Integration Testing) System testing done at OSFI where application is run through a test suite (end-to-end) to ensure that overall functionality is not broken.
FIT	(Functional In-board Testing) Integration testing done at OSFI where s/w is integrated into the OSFI Development environment to ensure that it is functioning as expected and that it interoperates with other tools/applications as required
Sanity	Specific testing done to ensure that major components of an application are functioning as software loads are built.
Integrated with Dynamics CRM	A solution that is "integrated with Dynamics CRM" is defined as an "app" or Dynamics CRM solution that is built on the Dynamics CRM platform and made available through Microsoft's AppSource online store or a similar mechanism.
Works with Dynamics CRM	A solution that "works with Dynamics CRM" is defined as a stand-alone product that provides industry standard interfaces (e.g. web services) that can be used to integrate the tool with Dynamics CRM.
Extends the capabilities of Dynamics CRM and SharePoint	A solution that "extends the capabilities of Dynamics CRM and SharePoint" is defined as web browser extensions, plug-ins or "apps" that are compatible with Dynamics CRM and SharePoint and provide additional features not available in those platforms.

Appendix A to Annex "A" – Tasking Assessment Procedure

1. TASK AUTHORIZATION (TA) INITIATION

Where a requirement for a specific task or work package is identified, a draft Task Authorization Form (TA Form) as attached at Appendix B to Annex A will be provided to the Contractor. Once a draft TA Form is received, the Contractor must prepare and submit to the Technical Authority a TA Quotation in accordance with the Contract Article titled "Task Authorizations" and the collaborative process set out herein.

2. COLLABORATIVE APPROACH TO TASK AUTHORIZATIONS

Task Authorizations (on either a "Maximum Price", "Firm Fixed All Inclusive Lot Price", TA with a Monthly Payment, or TA with Milestone Payment basis) will be issued as required in accordance with the terms of the Contract using the following collaborative approach:

i. Where applicable, OSFI will manage its project using Task Authorizations (TAs) and a phased or gated approach. Prior to completion of a particular stage or phase of a project (i.e. TA), the Contractor will collaborate with the Technical Authority to develop the requirements for the subsequent stage or phase of the project.

ii. The Contractor, in collaboration with the Technical Authority, will fully document the Scope of Work (SOW) for the TA including:

a) Description of the tasks and activities to be performed;

b) List of deliverables and acceptance criteria (as applicable);

c) Progress reporting requirements including frequency and content;

d) Assumptions / Constraints; and

e) any other applicable information.

iii. The Contractor is responsible for the overall management of the performance of all aspects of the Work set out in the TA including Work performed by its subcontractors. OSFI will rely on the expertise of the Contractor to plan and deliver the Work in a manner such that all requirements of OSFI are met. The acceptance of any deliverable by OSFI will not have the effect of limiting any requirement or provision of the Contract or TA unless agreed to by the Technical Authority and the Contracting Authority, as applicable, through a TA Amendment.

iv. Once the Technical Authority and the Contractor have agreed upon the TA SOW, the Contractor will (at no cost to Canada) develop a TA Quotation to deliver the required Work. The TA Quotation must be signed and submitted to Canada within the time for response identified in the TA Form. The Contractor will be given a minimum of five business days (or within any longer time period specified in the draft TA) turnaround time to submit a quotation.

The TA Quotation must include a proposed:

i. work plan, including milestones and deliverables;

ii. schedule, including interdependencies, in Microsoft Project;

iii. resource plan and Cost to deliver the Work, using the Firm Fixed, All-Inclusive rates identified

in Annex B (excluding HST), as follows:

a. "Per Diem to a Maximum Price" TAs – the Contractor must provide details for the proposed resources, the applicable resource category, Per Diem Rate and maximum TA value; or

b. "Firm Fixed Price" TAs – a firm fixed price is to be provided for the Contractor to carry out the Work and provide the deliverables according to the schedule and budget as described in the TA SOW. The Contractor must provide a breakdown of the Work activities, planned resource utilization (including the categories and levels of the resources required, the levels of effort required) and costs, disbursements and any other expenses associated with carrying out the Work. An agreed upon Milestone Payment schedule may also be required; and

iv. any other information relevant to the TA requirement.

iv. The Technical Authority will review the proposed TA Quotation and meet with the Contractor as required to clarify or negotiate the TA. The Contractor will revise or rework the TA Quotation if required to address any deficiencies or concerns identified by the Technical Authority.

v. Once the Technical Authority is satisfied that all requirements are addressed in the TA Quotation and the associated SOW and is satisfied that "Value for Money" for Canada will be achieved under the terms of the TA, the Technical Authority will request the Contractor to prepare the TA form, utilizing the TA quotation as applicable, and include any certifications and resource assessment information necessary to substantiate that the resources meet the qualification requirements for their respective resource categories (as outlined in section 3), and include the signature of the Authorized Contractor's Representative for submission to the TA Approval Process. A copy of the agreed upon TA SOW and associated TA Quotation will be attached as part of the TA. Note: It is at Canada's discretion to decide to proceed with any TA.

3. ASSESSMENT OF PROPOSED RESOURCES UNDER A TA QUOTATION

For each proposed resource the Contractor must supply the requested security clearance information and must complete the Response Tables at Appendix C of Annex A applicable to the Resource Categories identified in the draft TA. The same individual must not be proposed for more than one Resource Category. The completed Response Tables must demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:

(i) Proposed resources may be employees of the Contractor or employees of a subcontractor, or these individuals may be independent contractors to whom the Contractor would subcontract a portion of the Work. (Refer to Appendix D to Annex A, Certifications).

(ii) For educational requirements for a particular degree, designation or certificate, Canada will only consider educational programs that were successfully completed by the resource before the date the draft TA was first issued to the Contractor.

(iii) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of draft TA issuance and must continue, where applicable, to be a member in good standing of the profession or membership throughout the assessment period and Contract Period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this Contract or if the entity is not specified, the issuer must have been an accredited or otherwise recognized body, institution or entity at the time the document was issued.

(iv) For work experience, Canada will not consider experience gained as part of an educational program, except for experience gained through a formal co-operative program at a post-secondary institution.

(v) For any requirements that specify a particular time period (e.g., 2 years) of work experience, Canada will disregard any information about experience if the Response Table does not include the relevant dates (month and year) for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated.

(vi) The Response Table must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. Only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirement, or reusing the same wording as the TA Form, will not be considered "demonstrated" for the purposes of the assessment. The Contractor should provide complete details as to where, when, month and year, and how, through which activities/responsibilities, the stated qualifications / experience were obtained. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.

(vii) The qualifications and experience of the proposed resources will be assessed against the requirements set out in Appendix C to Annex A to determine each proposed resource's compliance with the mandatory and rated criteria. Canada may request proof of successful completion of formal training, as well as reference information. Canada may conduct reference checks to verify the accuracy of the information provided. If reference checks are done, they will be conducted in writing by e-mail (unless the contact at the reference is only available by telephone). Canada will not assess any points or consider a mandatory criterion met unless the response is received within 5 working days. On the third working day after sending out the e-mails, if Canada has not received a response, Canada will notify the Contractor by e-mail, to allow the Contractor to contact its reference directly to ensure that it responds to Canada within 5 working days. Wherever information provided by a reference differs from the information supplied by the Contractor, the information supplied by the reference will be the information assessed. Points will not be allocated or a mandatory criteria considered as met if the reference customer is not a customer of the Contractor itself (for example, the customer cannot be the customer of an affiliate of the Contractor). Nor will points be allocated or a mandatory criteria considered as met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Contractor. Crown references will be accepted.

(viii) During the assessment of the resources proposed, should the references for two or more resources required under that TA either be unavailable or fail to substantiate the required qualifications of the proposed resources to perform the required services, the Contracting Authority may find the TA Quotation to be non-responsive.

(ix) Only TA Quotations that meet all of the mandatory criteria will be considered for assessment of the point rated criteria. Each resource proposed must attain the required minimum score for the point rated criteria for the applicable Resource Category. If the minimum score for any proposed resource is less than what is required, the Contractor's TA Quotation will be found to be non-acceptable.

4. **APPROVAL PROCESS**

4.1 Once the TA Form (including the TA quotation and TA SOW, as applicable) is signed by the Contractor's Representative, has been accepted by the Technical Authority, the OSFI Procurement Authority and the Contracting Authority, as applicable, the TA Form will be approved by Canada. All TA Forms valued at $200,000.00 (including HST) or less must be approved and signed by the Technical Authority and authorized by the OSFI Contracting Representative who will provide a copy of the signed TA to the PWGSC Contracting Authority. All TA Forms valued at over $200,000.00 (including HST) must be approved and signed by the OSFI Technical Authority, the OSFI Contracting Representative AND the PWGSC Contracting Authority.

4.2 The TA Form must be appropriately signed by Canada prior to commencement of any Work. The Contractor must not commence work until a fully signed TA Form has been received, and any Work performed in its absence is done at the Contractor's own risk.

5. TASK AUTHORIZATION GOVERNANCE

All approved TAs are subject to ongoing governance and oversight activities at OSFI. At a minimum the status and progress of all open TAs will be subject to a formal bi-weekly (normally every two weeks) TA review process on site at OSFI's Ottawa location. The designated Contractor representative must attend along with OSFI's Technical Authority, OSFI Contracting Authority and PWGSC Contracting Authority as required. At Canada's discretion TAs may be subject to additional oversight and governance which may require inclusion of more senior level attendees from both Canada and the Contractor. Details of such increased levels of oversight, the frequency of review meetings etc. will be incorporated into applicable TA SOW's.

Firm, Fixed All-Inclusive Price TAs will be subject to increased governance requirements and regular Status meetings with designated OSFI and Contractor Project Managers and other representatives as may be appropriate to review and measure the progress being achieved, adherence to schedule, risk mitigation and achievement of TA milestones and deliverables. Details of the governance requirements and processes will be incorporated into the SOW of applicable Firm fixed Price TA's.

***Note: Undertaking a Task Authorization on a Firm, Fixed All Inclusive Price basis implies that the Contractor accepts the responsibility and risk as necessary to adequately resource, schedule and deliver on all aspects of the work as described in the agreed upon TA SOW.*

Appendix B to Annex "A" – Task Authorization Form

Task Authorization Form
STTR Project
PWGSC Contract # ________________

TASK AUTHORIZATION (TA) FORM					
Contractor:			**Contract Number:**		
Commitment: #			**Financial Coding:**		
Task Number (Amendment):			**Issue Date:**	**Response Require By:**	
1. Statement of Work (Work Activities, Certifications and Deliverables)					
See attached for Statement of Work and Certifications required.					
2. Period of Service:	**From** (Date)		**To** (Date)		
3. Work Location:					
4. Travel Requirements:					
5. Language Requirement:					
6. Other Conditions/Constraints:					
7. Level of Security Clearance required for the Contractor Personnel:					
8. Contractor's Response:					

Category and Name of Proposed Resource	**PWGSC Security File Number**	**Per Diem Rate**	**Estimated # of Days**	**Total Cost**

TASK AUTHORIZATION (TA) FORM				
Estimated Cost				
Applicable Taxes				
Total Labour Cost				
Total Travel & Living Cost				
Firm Price or Maximum TA Price				

Contractor's Signature

Name, Title and Signature of Individual Authorized to sign on behalf of the **Contractor** (type or print) ______________________________	Signature: _________________________ Date: ____________________________

Approval – Signing Authority

Signatures (OSFI)	**Signatures (PWGSC)**
Name, Title and Signature of Individual Authorized to sign: Technical Authority: ______________________________ Date: ______________________________ OSFI Procurement Authority: ______________________________ Date: ______________________________	Contracting Authority [1]: ______________________________ Date: ______________________________

TASK AUTHORIZATION (TA) FORM
[1] Signature required for TA valued at $200,000 or more, Applicable Taxes included.
You are requested to sell to her Majesty the Queen in Right of Canada, in accordance with the terms and conditions set out herein, referred to herein, or attached hereto, the services listed herein and in any attached sheets at the price set out thereof.

APPENDIX C to ANNEX A
Resource Assessment Criteria and Response Table

Contents

1. Mandatory and Point-Rated Assessment Criteria (Replacement Resources)

In the event that a Contractor Work Team resource that was evaluated at the time of TA is not available, the proposed replacement resource must meet the mandatory resource criteria and achieve or exceed the point-rated score achieved by the resource they are proposed to replace.

M-1.1 Contractor Project Manager

<table>
<tr><th colspan="2">M-1.1 Proposed Contractor Project Manager</th><td colspan="2">Contractor to insert name of proposed replacement resource</td></tr>
<tr><th rowspan="2">Criteria</th><th rowspan="2">Mandatory Requirement</th><th colspan="2">Contractor’s Response</th></tr>
<tr><th>Substantiation of Technical compliance</th><th>Reference to applicable additional supporting documentation within the Contractor’s Proposal.</th></tr>
<tr><td>M-1.1.1</td><td>The Contractor must provide two Customer Reference Projects which demonstrate that the proposed Contractor PM resource managed and delivered an enterprise-wide IM/IT business transformation project utilizing one or more COTS products.

For each Customer Reference Project to be considered:

i. The Customer Reference Project must have had a minimum budget of $5,000,000. (Canadian including taxes);

ii. The Customer Reference Project must have been under the direct management of the proposed Contractor Project Manager resource; and

iii. The proposed Contractor Project Manager resource must have provided the project management services to the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this TA.</td><td></td><td></td></tr>
</table>

R-1.1 Contractor Project Manager

R-1.1 Proposed Contractor Project Manager	Contractor to insert name of proposed replacement resource	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
a) The Contractor should demonstrate that its proposed Contractor Project Manager resource holds a professional accreditation in Project Management as follows: a. Project Management Professional (PMP), or b. PRINCE2 Practitioner	10	• **10 points -** Copy of valid (i.e. not expired) accreditation certificate provided in Bid.
b) The Contractor should demonstrate that its proposed Contractor Project Manager resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this TA, as a Project Manager responsible for implementing a case management-centric business application on the Dynamics CRM version 2011 (or more recent) platform.	15	Up to 15 points per project (maximum 1 project) as follows: • **15 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph b); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **9 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph b); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **3 points -** The Contractor's response: i. fails to address each item of the point rated criteria in paragraph b); or ii. addresses each item of the point rated criteria in paragraph b) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Contractor's response does not address the stated point rated criteria in paragraph b).
c) The Contractor should demonstrate that the resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this TA, as a Project Manager managing system development and implementation utilizing Agile / Scrum practices.	15	Up to 15 points per project (maximum 1 project) as follows: • **15 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph c); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **9 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph c); and

R-1.1 Proposed Contractor Project Manager	Contractor to insert name of proposed replacement resource	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
		ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **3 points -** The Contractor's response: i. fails to address each item of the point rated criteria in paragraph c); or ii. addresses each item of the point rated criteria in paragraph c) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Contractor's response does not address the stated point rated criteria in paragraph c).
d) The Contractor should demonstrate that the resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this TA, as a Project Manager managing system implementation within a highly collaborative environment spanning multiple geographic locations.	10	Up to 10 points per project (maximum 1 project) as follows: • **10 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph d); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **6 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph d); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **2 points -** The Contractor's response: i. fails to address each item of the point rated criteria in paragraph d); or ii. addresses each item of the point rated criteria in paragraph d) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Contractor's response does not address the stated point rated criteria in paragraph d).
Maximum Score	**50**	

M-1.2 OCM Specialist

M-1.2 Proposed OCM Specialist		Contractor to insert name of proposed replacement resource	
		Contractor's Response	
Criteria	**Mandatory Requirement**	**Substantiation of Technical compliance**	**Reference to applicable additional supporting documentation within the Contractor's Proposal.**
M-1.2.1	The Contractor must provide two Customer Reference Projects where the proposed OCM Specialist resource provided professional services to develop the Organizational Change Management (OCM) strategy and plan, and execute OCM activities to support an IT-enabled business transformation initiative. For each Customer Reference Project to be considered: i. The OCM program component of the overall Customer Reference Project budget must have been a minimum of $1,000,000. (Canadian including taxes); and ii. The proposed OCM Specialist resource must have provided the OCM services under the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this TA.		

R-1.2 OCM Specialist

R-1.2 Proposed OCM Specialist	Contractor to insert name of proposed replacement resource	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
a) The Contractor should demonstrate that its proposed OCM Specialist resource holds a professional accreditation in Change Management or has attended a recognized course, with a minimum of twenty hours of instruction, on Change Management.	10	Up to 10 points as follows: • **10 points –** Copy of one of the following valid (i.,e. not expired) accreditation certificate provided in Bid.: o Association of Change Management Professionals (ACMP) Certified Change Management Professional o Change Management Institute (CMI) Accredited Change Manager (Foundation or Master level).

R-1.2 Proposed OCM Specialist	Contractor to insert name of proposed replacement resource	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
		• **6 points** – Copy of a certificate of completion from a third-party Training provider which provides evidence of successful completion of a Qualified Education Provider program (as defined by ACMP) or a CMI endorsed course with a minimum of twenty hours of instruction (e.g. Prosci Change Management).

b) The Contractor should demonstrate that its proposed OCM Specialist resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this TA, providing OCM expertise and advice to support an IT-enabled business transformation project.	10	Up to 10 points per project (maximum 1 project) as follows:
		• **10 points –** The IT-enabled business transformation project included the implementation of Dynamics CRM to provide case management functionality;
		• **6 points -** The IT-enabled business transformation project included the implementation of a software solution to provide any one of the following functionality:
		  o Business process management (i.e. Case management);
		  o Governance, Risk and Compliance Management; or
		  o CRM.

c) The Contractor should demonstrate that its proposed OCM Specialist resource has experience, on up to three projects for a minimum duration of six months (per project for a total sum of 18 months experience), within the six years preceding the issuance date of this TA, leading the development <u>and</u> the execution of each of the following:
a. OCM strategy and governance;
b. Change management plan;
c. Stakeholder alignment framework;
d. Communication plan;
e. Training plan;
f. Reporting to executives/Steering Committees on OCM; and
g. Post-deployment support framework.
	30	Up to 10 points per project (maximum 3 projects) as follows:
		• **10 points –** The Contractor's response:
		  i. addresses each item of the point rated criteria in paragraph c); and
		  ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role;
		• **6 points –** The Contractor's response:
		  i. addresses each item of the point rated criteria in paragraph c); and
		  ii. provides information which demonstrates some (but not all) aspects of the experience claimed;
		• **2 points -** The Contractor's response:
		  i. fails to address each item of the point rated criteria in paragraph c); or
		  ii. addresses each item of the point rated criteria in paragraph c) but does not provide any information which demonstrates the experience claimed; or
		• **0 points –** The Contractor's response does not address the stated point rated criteria in paragraph c).

Maximum Score	**50**	

M-1.3 Solution / Application Architect

<table>
<tr><th colspan="2">M-1.3 Proposed Solution / Application Architect</th><th colspan="2">Contractor to insert name of proposed replacement resource</th></tr>
<tr><th rowspan="2">Criteria</th><th rowspan="2">Mandatory Requirement</th><th colspan="2">Contractor's Response</th></tr>
<tr><th>Substantiation of Technical compliance</th><th>Reference to applicable additional supporting documentation within the Contractor's Proposal.</th></tr>
<tr><td>M-1.3.1</td><td>The Contractor must provide two Customer Reference Projects which demonstrate that the proposed Solution / Application Architect resource developed the logical and physical architecture for an enterprise-wide Dynamics CRM version 2011 (or more recent) implementation

For each Customer Reference Project to be considered:

i. The logical and physical architecture included traceability from the Business Requirements and Non-Functional Requirements to the Solution Architecture;

ii. The system development component of the overall Customer Reference Project budget must have been a minimum of $2,000,000. (Canadian including taxes); and

iii. The proposed Solution / Application Architect resource must have provided the architecture services to the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this TA.</td><td></td><td></td></tr>
</table>

R-1.3 Solution / Application Architect

R-1.3 Proposed Solution/Application Architect	Contractor to insert name of proposed replacement resource	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
a) The Contractor should demonstrate that its proposed Solution/Application Architect resource is a Microsoft Certified Technology Specialist for Microsoft Dynamics CRM. For points to be awarded the Contractor must submit a copy of its proposed Solution/Application Architect resource's certification with its bid.	10	Up to 10 points will be awarded for providing a copy of valid (i.,e. not expired) accreditation certificate from Microsoft in Bid: • **10 points** – Microsoft Certified in CRM 2015 (or more recent) • **8 points** - Microsoft Certified in CRM 2013 • **6 points** - Microsoft Certified in CRM 2011
b) The Contractor should demonstrate that its proposed Solution/Application Architect resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this TA, as an Application / Software Architect for initiatives related to Portal technologies for external and public uses.	10	Up to 10 points per project (maximum 1 project) as follows: • **10 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph b); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **6 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph b); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **2 points -** The Contractor's response: i. fails to address each item of the point rated criteria in paragraph b); or ii. addresses each item of the point rated criteria in paragraph b) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Contractor's response does not address the stated point rated criteria in paragraph b).
c) The Contractor should demonstrate that its proposed Solution/Application Architect resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this TA, developing architectures for a solution consisting of Dynamics CRM version 2011 (or more recent) and SharePoint version 2013 (or more recent)	15	Up to 15 points per project (maximum 1 project) as follows: • **15 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph c); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **9 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph c); and

R-1.3 Proposed Solution/Application Architect	Contractor to insert name of proposed replacement resource	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
		ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **3 points -** The Contractor's response: i. fails to address each item of the point rated criteria in paragraph c); or ii. addresses each item of the point rated criteria in paragraph c) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Contractor's response does not address the stated point rated criteria in paragraph c).
d) The Contractor should demonstrate that its proposed Solution/Application Architect resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this TA, developing technical architectures for a solution integrating Dynamics CRM version 2011 (or more recent) and SharePoint version 2013 (or more recent), with the following technologies: a. Third-party COTS software products (e.g. an Enterprise Planning Tool); b. Microsoft SQL Server-based data repositories; and c. SOAP and RESTful web services	15	Up to 15 points per project (maximum 1 project) as follows: • **15 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph d); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **9 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph d); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **3 points -** The Contractor's response: i. fails to address each item of the point rated criteria in paragraph d); or ii. addresses each item of the point rated criteria in paragraph d) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Contractor's response does not address the stated point rated criteria in paragraph d).
Maximum Score	**50**	

M-1.4 Information Architect

<table>
<tr><th colspan="2">M-1.4 Proposed Information Architect</th><th colspan="2">Contractor to insert name of proposed replacement resource</th></tr>
<tr><th rowspan="2">Criteria</th><th rowspan="2">Mandatory Requirement</th><th colspan="2">Contractor's Response</th></tr>
<tr><th>Substantiation of Technical compliance</th><th>Reference to applicable additional supporting documentation within the Contractor's Proposal.</th></tr>
<tr><td>M-1.4.1</td><td>The Contractor must provide two Customer Reference Projects which demonstrate that the proposed Information Architect resource developed the logical and physical architecture for an enterprise-wide Dynamics CRM version 2011 (or more recent) implementation

For each Customer Reference Project to be considered:

i. Modeled data entities included traceability back to documented requirements;

ii. The system development component of the overall Customer Reference Project budget must have been a minimum of $2,000,000. (Canadian including taxes); and

iii. The proposed Information Architect resource must have provided the architecture services to the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this TA.</td><td></td><td></td></tr>
</table>

R-1.4 Information Architect

<table>
<tr><th colspan="2">R-1.4 Proposed Information Architect</th><th>Contractor to insert name of proposed replacement resource</th></tr>
<tr><th>Point-Rated Criteria</th><th>Max Points</th><th>Evaluation Criteria</th></tr>
<tr><td>a) The Contractor should demonstrate that its proposed Information Architect resource is a Microsoft Certified Technology Specialist for Microsoft Dynamics CRM. For points to be awarded the Contractor must submit a copy of the proposed Information Architect resource's certification with its bid.</td><td>10</td><td>Up to 10 points will be awarded for providing a copy of valid (i.,e. not expired) accreditation certificate from Microsoft in Bid:
10 points – Microsoft Certified in CRM 2015 (or more recent)
8 points - Microsoft Certified in CRM 2013
6 points - Microsoft Certified in CRM 2011</td></tr>
<tr><td>b) The Contractor should demonstrate that its proposed Information Architect resource has experience, on up to two projects for a minimum duration of six months (per project or a total sum of 12 months experience for the two projects), within the six years preceding the issuance date of this TA, as an Information Architect conducting the following activities for a MS Dynamics CRM version 2011 (or more recent) project:
a. Design of a data integration architecture where the MS Dynamics CRM based solution required integration to at least one other business application outside the CRM platform;
b. Development of a data migration strategy and design of data migration processes where the data migration into the Dynamics CRM solution included structured data from at least one legacy business application where that data was deemed critical for the adoption of the new solution;
c. Design of data entities in the Dynamics CRM solution that maximize the platform's inherent capabilities for querying, searching and reporting on data.</td><td>20</td><td>Up to 10 points per project (maximum 2 projects) as follows:
10 points – The Contractor's response:
i. addresses each item of the point rated criteria in paragraph b); and
ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role;
6 points – The Contractor's response:
i. addresses each item of the point rated criteria in paragraph b); and
ii. provides information which demonstrates some (but not all) aspects of the experience claimed;
2 points - The Contractor's response:
i. fails to address each item of the point rated criteria in paragraph b); or
ii. addresses each item of the point rated criteria in paragraph b) but does not provide any information which demonstrates the experience claimed; or
0 points – The Contractor's response does not address the stated point rated criteria in paragraph b).</td></tr>
<tr><td>c) The Contractor should demonstrate that the resource has experience, on up to two projects for a minimum duration of six months (per project), within the six years preceding the issuance date of this TA, as an Information Architect</td><td>20</td><td>Up to 10 points per project (maximum 2 projects) will be awarded based on the total number of technologies integrated in a single project demonstrated as follows:
2 points – Per technology integrated (to a maximum of 5 technologies demonstrated).</td></tr>
</table>

R-1.4 Proposed Information Architect	Contractor to insert name of proposed replacement resource	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
integrating each of the following into a Dynamics CRM based solution: a. A SharePoint-based EDRMS solution for integration of documents; b. A SQL Server Integration Services (SSIS) based integration architecture for structured data integration from other repositories; c. Microsoft's Dynamics CRM for Outlook component for integration of Outlook contacts and email; d. BI reports from non-Microsoft based reporting platforms (such as the IBM Cognos platform); and e. Common master data from a master data management platform (such as SQL Server Master Data Services).		
Maximum Score	**50**	

M-1.5 Dynamics CRM Development Specialist

<table>
<tr><th colspan="2">M-1.5 Proposed CRM Development Specialist</th><th colspan="2">Contractor to insert name of proposed replacement resource</th></tr>
<tr><th rowspan="2">Criteria</th><th rowspan="2">Mandatory Requirement</th><th colspan="2">Contractor’s Response</th></tr>
<tr><th>Substantiation of Technical compliance</th><th>Reference to applicable additional supporting documentation within the Contractor’s Proposal.</th></tr>
<tr><td>M-1.5.1</td><td>The Contractor must provide two Customer Reference Projects which demonstrate that the proposed CRM Development Specialist resource led a development team (of three or more resources) to prototype, configure and implement Dynamics CRM version 2011 (or more recent) used as a rapid application development platform to develop business applications that integrate with each of the following technologies or products:

a) SharePoint version 2013 (or more recent) for document management or collaboration;
b) Web services; and
c) Non-Dynamics CRM managed SQL Server databases.

For each Customer Reference Project to be considered:

i. The system development component of the overall Customer Reference Project budget must have been a minimum of $2,000,000. (Canadian including taxes); and

ii. The proposed CRM Development Specialist resource must have provided the development services to the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this TA.</td><td></td><td></td></tr>
</table>

R-1.5 Dynamics CRM Development Specialist

<table>
<tr><th colspan="2">R-1.5 Proposed Dynamics CRM Development Specialist:</th><th>Contractor to insert name of proposed replacement resource</th></tr>
<tr><th>Point-Rated Criteria</th><th>Max Points</th><th>Evaluation Criteria</th></tr>
<tr><td>a) The Contractor should demonstrate that the proposed resource is a Microsoft Certified Technology Specialist for Microsoft Dynamics CRM. For points to be awarded the Contractor must submit a copy of the certification with its bid.</td><td>10</td><td>Up to 10 points will be awarded for providing a copy of valid (i.,e. not expired) accreditation certificate from Microsoft in Bid:
• 10 points – Microsoft Certified in CRM 2015 (or more recent)
• 8 points - Microsoft Certified in CRM 2013
• 6 points - Microsoft Certified in CRM 2011</td></tr>
<tr><td>b) The Contractor should demonstrate that the resource has experience, on up to two projects for a minimum duration of six months (per project), within the six years preceding the issuance date of this TA, integrating Dynamics CRM version 2011 (or more recent) solutions with the following:
a. An Enterprise Planning COTS Software solution;
b. A SQL Server Integration Services (SSIS) based integration architecture for structured data integration from other repositories;
c. SharePoint-based EDRMS solution that includes third party platform extensions such as RecordPoint for records management;
d. Software supporting integration of Dynamics CRM with Outlook, such as Microsoft Dynamics CRM for Outlook;
e. Software supporting checkout and resynchronization of information for offline use of Dynamics CRM and SharePoint components;
f. Master Data Management software, such as SQL Server Master Data Services (MDS); or
g. Secure single sign-on authentication technologies.</td><td>20</td><td>Up to 10 points per project (maximum 2 projects) will be awarded based on the total number of technologies integrated in a single project demonstrated as follows:
• 2 points – Per technology integrated (to a maximum of 5 out of 7 technologies demonstrated).</td></tr>
<tr><td>c) The Contractor should demonstrate that the resource has experience, on up to two projects for a minimum duration of six months (per project), within the six years preceding the issuance date of this TA, prototyping and configuring the</td><td>20</td><td>Up to 10 points per project (maximum 2 projects) as follows:
• 10 points – The Contractor's response:
i. addresses each item of the point rated criteria in paragraph c); and</td></tr>
</table>

R-1.5 Proposed Dynamics CRM Development Specialist:	Contractor to insert name of proposed replacement resource	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
Dynamics CRM platform version 2011 (or more recent) in client-facing prototyping sessions.		ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **6 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph c); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **2 points -** The Contractor's response: i. fails to address each item of the point rated criteria in paragraph c); or ii. addresses each item of the point rated criteria in paragraph c) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Contractor's response does not address the stated point rated criteria in paragraph c).
Maximum Score	**50**	

M-1.6 SharePoint Development Specialist

M-1.6 Proposed SharePoint Development Specialist		Contractor to insert name of proposed replacement resource	
Criteria	Mandatory Requirement	Contractor's Response	
		Substantiation of Technical compliance	Reference to applicable additional supporting documentation within the Contractor's Proposal.
M-1.6.1	The Contractor must provide two Customer Reference Projects which demonstrate that the proposed SharePoint Development Specialist resource led a development team (of three or more resources) to prototype, configure and implement SharePoint version 2013 (or more recent) used as a rapid application development platform to develop business applications that integrate with each of the following technologies or products: a) Dynamics CRM (version 2011 or more recent); b) Web services; and c) Non-SharePoint managed SQL Server databases. For each Customer Reference Project to be considered: i. The system development component of the overall Customer Reference Project budget must have been a minimum of $2,000,000. (Canadian including taxes); and ii. The proposed SharePoint Development Specialist resource must have provided the development services to the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this TA.		

R-1.6 SharePoint Development Specialist

R-1.6 Proposed SharePoint Development Specialist:		Contractor to insert name of proposed replacement resource
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
a) The Contractor should demonstrate that the proposed resource is certified a Microsoft Certified Technology Specialist for Microsoft SharePoint. For points to be awarded the Contractor must submit a copy of the certification with its bid.	10	Up to 10 points will be awarded for providing a copy of valid (i.,e. not expired) accreditation certificate from Microsoft in Bid: • **10 points** – Microsoft Certified in SharePoint Server 2016 • **8 points** - Microsoft Certified in SharePoint Server 2013
b) The Contractor should demonstrate that the resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this TA, integrating SharePoint solutions with any of the following: a. An Enterprise Planning COTS Software solution; b. BI reports from non-Microsoft based reporting platforms (such as the IBM Cognos platform); c. Dynamics CRM platform; d. Integration of documents and list data from other .Net components with the SharePoint-based EDRMS solution via a legacy WCF SOAP service; e. Integration of structured data from external data sources into SharePoint using out-of-the-box SharePoint integration functionality; f. Integration of structured data from external data sources into SharePoint term stores using a custom .NET data synchronizer application; g. Web-services development using ASP.NET Core, Microsoft ASP.NET Web API, and/or Microsoft Windows Communication Foundation (WCF) in order to extend the client-side APIs; h. Microsoft ASP.Net and C#.NET design and programming; or i. Secure single sign-on authentication technologies in the context of Dynamics CRM.	20	Up to 10 points per project (maximum 2 projects) will be awarded based on the total number of technologies integrated in a single project demonstrated as follows: • **2 points –** Per technology integrated (to a maximum of 5 out of 9 technologies demonstrated).

R-1.6 Proposed SharePoint Development Specialist:	Contractor to insert name of proposed replacement resource	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
c) The Contractor should demonstrate that the resource has experience, on one project for a minimum duration of six months, within the five years preceding the issuance date of this TA, prototyping and configuring the SharePoint platform version 2013 (or more recent) in client-facing prototyping sessions.	10	Up to 10 points per project (maximum 1 project) as follows: • **10 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph d); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **6 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph d); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **2 points -** The Contractor's response: i. fails to address each item of the point rated criteria in paragraph d); or ii. addresses each item of the point rated criteria in paragraph d) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Contractor's response does not address the stated point rated criteria in paragraph d).
d) The Contractor should demonstrate that the resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this TA, working with and developing a managed metadata-based Information Architecture for a SharePoint version 2010 (or more recent) implementation.	10	Up to 10 points per project (maximum 1 project) as follows: • **10 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph e); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **6 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph e); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **2 points -** The Contractor's response: i. fails to address each item of the point rated criteria in paragraph e); or ii. addresses each item of the point rated criteria in paragraph e) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Contractor's response does not address the stated point rated criteria in paragraph e).
Maximum Score	**50**	

M-1.7 User Experience (UX) Specialist

M-1.7 Proposed User Experience Specialist		Contractor to insert name of proposed replacement resource	
Criteria	**Mandatory Requirement**	**Contractor's Response**	
		Substantiation of Technical compliance	**Reference to applicable additional supporting documentation within the Contractor's Proposal.**
M-1.7.1	The Contractor must provide two Customer Reference Projects which demonstrate that the proposed User Experience (UX) Specialist resource applied UX design principles, methodologies and tools to improve the organization of information and the intuitiveness of web experiences and interactions and ensure that the resulting business solution provides a positive user experience for a variety of end-user classes / types in support of an enterprise-wide IM/IT system implementation initiative.: For each Customer Reference Project to be considered: i. The system development component of the overall Customer Reference Project budget must have been a minimum of $2,000,000. (Canadian including taxes); and ii. The proposed UX Specialist resource must have provided the UX services to the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this TA.		

R-1.7 User Experience Specialist

R-1.7 Proposed User Experience (UX) Specialist	Contractor to insert name of proposed replacement resource	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
a) The Contractor should demonstrate that the resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this TA, as a UX Specialist for an enterprise-wide Dynamics CRM version 2011 (or more recent) implementation initiative.	10	Up to 10 points per project (maximum 1 project) as follows: • **10 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph a); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **6 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph a); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **2 points -** The Contractor's response: i. fails to address each item of the point rated criteria in paragraph a); or ii. addresses each item of the point rated criteria in paragraph a) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Contractor's response does not address the stated point rated criteria in paragraph a).
b) The Contractor should demonstrate that the resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this TA, as a UX Specialist for an enterprise-wide SharePoint version 2013 (or more recent) implementation initiative.	10	Up to 10 points per project (maximum 1 project) as follows: • **10 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph b); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **6 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph b); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **2 points -** The Contractor's response: i. fails to address each item of the point rated criteria in paragraph b); or ii. addresses each item of the point rated criteria in paragraph b) but does not provide any information which demonstrates the experience claimed; or

R-1.7 Proposed User Experience (UX) Specialist	Contractor to insert name of proposed replacement resource	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
		• **0 points –** The Contractor's response does not address the stated point rated criteria in paragraph b).
c) The Contractor should demonstrate that the resource has experience, on up to two projects for a minimum duration of six months (per project), within the six years preceding the issuance date of this TA, designing seamless cross-platform user experiences that include two or more of the following technology platforms: a. Dynamics CRM; b. SharePoint; c. COTS software products (e.g. Enterprise Planning Tool); and d. Reporting and Analytics.	20	Up to 10 points per project (maximum 2 projects) as follows: • **10 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph c); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **6 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph c); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **2 points -** The Contractor's response: i. fails to address each item of the point rated criteria in paragraph c); or ii. addresses each item of the point rated criteria in paragraph c) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Contractor's response does not address the stated point rated criteria in paragraph c).
d) The Contractor should demonstrate that the resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this TA, conducting UX prototyping sessions	10	Up to 10 points per project (maximum 1 project) as follows: • **10 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph d); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **6 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph d); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **2 points -** The Contractor's response: i. fails to address each item of the point rated criteria in paragraph d); or ii. addresses each item of the point rated criteria in paragraph d) but does not

R-1.7 Proposed User Experience (UX) Specialist	Contractor to insert name of proposed replacement resource	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
		provide any information which demonstrates the experience claimed; or • **0 points –** The Contractor's response does not address the stated point rated criteria in paragraph d).
Maximum Score	**50**	

M-1.8 Business Analyst (BA Lead)

M-1.8 Proposed Business Analyst (BA Lead)		Contractor to insert name of proposed replacement resource	
		Contractor's Response	
Criteria	**Mandatory Requirement**	**Substantiation of Technical compliance**	**Reference to applicable additional supporting documentation within the Contractor's Proposal.**
M-1.8.1	The Contractor must provide two Customer Reference Projects which demonstrate that the proposed BA Lead resource led the Business Analysis team (of three or more resources) to gather and document the detailed business and system requirements and led prototyping sessions in support of an enterprise-wide Dynamics CRM version 2011 (or more recent) implementation initiative. For each Customer Reference Project to be considered: i. The system development component of the overall Customer Reference Project budget must have been a minimum of $2,000,000. (Canadian including taxes); and ii. The proposed BA Lead resource must have provided the BA services to the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this TA.		

R-1.8 Business Analyst (BA Lead)

R-1.8 Proposed Business Analyst (BA Lead)		Contractor to insert name of proposed replacement resource
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
a) The Contractor should demonstrate that the resource holds a professional accreditation in Business Analysis.	10	Copy of valid (i.,e. not expired) accreditation certificate provided in Bid as follows: • **.10 points** – IIBA Certified Business Analyst Professional (CBAP) or PMI Professional in Business Analysis (PMI-PBA).
b) The Contractor should demonstrate that the resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this TA, as a Business Analyst for initiatives to implement Dynamics CRM to provide case management or risk management functionality.	15	Up to 15 points per project (maximum 1 project) as follows: • **15 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph b); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **9 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph b); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **3 points -** The Contractor's response: i. fails to address each item of the point rated criteria in paragraph b); or ii. addresses each item of the point rated criteria in paragraph b) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Contractor's response does not address the stated point rated criteria in paragraph b).
c) The Contractor should demonstrate that the resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this TA, as a Business Analyst for initiatives related to Portal technologies for external and public uses.	15	Up to 15 points per project (maximum 1 project) as follows: • **15 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph c); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **9 points –** The Contractor's response: i. addresses each item of the point rated criteria in paragraph c); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **3 points -** The Contractor's response:

R-1.8 Proposed Business Analyst (BA Lead)	Contractor to insert name of proposed replacement resource	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
		i. fails to address each item of the point rated criteria in paragraph c); or ii. addresses each item of the point rated criteria in paragraph c) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Contractor's response does not address the stated point rated criteria in paragraph c).
d) The Contractor should demonstrate that the resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this TA, as a Business Analyst preparing business process maps and high-level work flows using the Business Process Model and Notation (BPMN) and organizational modeling software tools for a COTS-enabled business transformation initiative.	10	Up to 10 points per project (maximum 1 project) as follows: • **10 points** – The Contractor's response: i. addresses each item of the point rated criteria in paragraph d); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **6 points** – The Contractor's response: i. addresses each item of the point rated criteria in paragraph d); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **2 points - The Contractor's response:** i. fails to address each item of the point rated criteria in paragraph d); or ii. addresses each item of the point rated criteria in paragraph d) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Contractor's response does not address the stated point rated criteria in paragraph d).
Maximum Score	**50**	

2. Mandatory Assessment Criteria (Additional As and when requested Resources)

Additional As and when requested resources will be evaluated at the time of TA using the mandatory resource assessment criteria that follows.

To facilitate resource assessment, the Contractor must prepare and submit a response to a draft Task Authorization using the tables provided in this Annex. When completing the resource grids, the specific information which demonstrates the requested criteria and reference to the page number of the résumé should be incorporated so that Canada can verify this information. The tables should not contain all the project information from the resume. Only the specific answer should be provided.

M-2.1 Contractor Project Manager

M-2.1 Proposed Contractor Project Manager		Contractor to insert name of proposed replacement resource	
Criteria	**Mandatory Requirement**	**Contractor's Response**	
		Substantiation of Technical compliance	**Reference to applicable additional supporting documentation within the Contractor's Proposal.**
M-2.1.1	The Contractor must provide two Customer Reference Projects which demonstrate that the proposed Contractor PM resource managed and delivered an enterprise-wide IM/IT business transformation project utilizing one or more COTS products. For each Customer Reference Project to be considered: i. The Customer Reference Project must have had a minimum budget of $5,000,000. (Canadian including taxes); ii. The Customer Reference Project must have been under the direct management of the proposed Contractor Project Manager resource; and iii. The proposed Contractor Project Manager resource must have provided the project management services to the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this TA.		

M-2.2 Project Coordinator

M-2.2 Proposed Project Coordinator		Contractor to insert name of proposed replacement resource	
Criteria	**Mandatory Requirement**	**Contractor's Response**	
		Substantiation of Technical compliance	**Reference to applicable additional supporting documentation within the Contractor's Proposal.**
M-2.2.1	The Contractor must demonstrate that the resource has a minimum of five years of cumulative experience providing administrative and technical support of a clerical nature to a Project Team including experience conducting at least six of out ten of the following tasks: a) Assist the Contractor PM in developing and maintaining/updating the Contractor's project control and reporting documents; b) Liaison, on behalf of the Contractor PM, with technical and business project team members to obtain status updates; c) Assist Contractor Work Team members in performing administrative tasks to support project tasks and activities; d) Use MS Office (including Word, PowerPoint, Excel and Visio) to perform work; e) Use MS Project to update the Contractor's project schedule; f) Use document management software to perform work; g) Maintain Contract documents and track the Contractor's change requests; h) Prepare and track Task Authorizations on behalf of the Contractor; i) Coordinate project team meetings and events and prepare minutes/notes; and j) Support the Contractor PM with other project responsibilities as requested.		

M-2.3 Business Analyst (BA Lead)

M-2.3 Proposed Business Analyst (BA Lead)		Contractor to insert name of proposed replacement resource	
		Contractor's Response	
Criteria	**Mandatory Requirement**	**Substantiation of Technical compliance**	**Reference to applicable additional supporting documentation within the Contractor's Proposal.**
M-2.3.1	The Contractor must provide two Customer Reference Projects which demonstrate that the proposed BA Lead resource led the Business Analysis team (of three or more resources) to gather and document the detailed business and system requirements and led prototyping sessions in support of an enterprise-wide Dynamics CRM version 2011 (or more recent) implementation initiative. For each Customer Reference Project to be considered: i. The system development component of the overall Customer Reference Project budget must have been a minimum of $2,000,000. (Canadian including taxes); and ii. The proposed BA Lead resource must have provided the BA services to the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this TA.		

M-2.4 Solution / Application Architect

M-2.4 Proposed Solution / Application Architect		Contractor to insert name of proposed replacement resource	
Criteria	**Mandatory Requirement**	**Contractor's Response**	
		Substantiation of Technical compliance	**Reference to applicable additional supporting documentation within the Contractor's Proposal.**
M-2.4.1	The Contractor must provide two Customer Reference Projects which demonstrate that the proposed Solution / Application Architect resource developed the logical and physical architecture for an enterprise-wide Dynamics CRM version 2011 (or more recent) implementation For each Customer Reference Project to be considered: i. The logical and physical architecture included traceability from the Business Requirements and Non-Functional Requirements to the Solution Architecture; ii. The system development component of the overall Customer Reference Project budget must have been a minimum of $2,000,000. (Canadian including taxes); and iii. The proposed Solution / Application Architect resource must have provided the architecture services to the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this TA.		

M-2.5 Information Architect

M-2.5 Proposed Information Architect		Contractor to insert name of proposed replacement resource	
		Contractor's Response	
Criteria	**Mandatory Requirement**	**Substantiation of Technical compliance**	**Reference to applicable additional supporting documentation within the Contractor's Proposal.**
M-2.5.1	The Contractor must provide two Customer Reference Projects which demonstrate that the proposed Information Architect resource developed the logical and physical architecture for an enterprise-wide Dynamics CRM version 2011 (or more recent) implementation For each Customer Reference Project to be considered: i. Modeled data entities included traceability back to documented requirements; ii. The system development component of the overall Customer Reference Project budget must have been a minimum of $2,000,000. (Canadian including taxes); and iii. The proposed Information Architect resource must have provided the architecture services to the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this TA.		

M-2.6 Infrastructure / Technology Architect

M-2.6 Proposed Infrastructure / Technology Architect		Contractor to insert name of proposed replacement resource	
Criteria	**Mandatory Requirement**	**Contractor's Response**	
		Substantiation of Technical compliance	**Reference to applicable additional supporting documentation within the Contractor's Proposal.**
M-2.6.1	The Contractor must provide two Customer Reference Projects which demonstrate that the proposed Infrastructure / Technology Architect provided expert guidance and advice regarding the setup, administration, configuration and integration of Dynamics CRM version 2011 (or more recent) and SharePoint version 2013 (or more recent) farms in support of business solutions. For each Customer Reference Project to be considered, the proposed resource must have provided the architecture services to the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this TA.		

M-2.7 Dynamics CRM Development Specialist

M-2.7 Proposed CRM Development Specialist		Contractor to insert name of proposed replacement resource	
		Contractor's Response	
Criteria	**Mandatory Requirement**	**Substantiation of Technical compliance**	**Reference to applicable additional supporting documentation within the Contractor's Proposal.**
M-2.7.1	The Contractor must provide two Customer Reference Projects which demonstrate that the proposed CRM Development Specialist resource led a development team (of three or more resources) to prototype, configure and implement Dynamics CRM version 2011 (or more recent) used as a rapid application development platform to develop business applications that integrate with each of the following technologies or products: a) SharePoint version 2013 (or more recent) for document management or collaboration; b) Web services; and c) Non-Dynamics CRM managed SQL Server databases. For each Customer Reference Project to be considered: i. The system development component of the overall Customer Reference Project budget must have been a minimum of $2,000,000. (Canadian including taxes); and ii. The proposed CRM Development Specialist resource must have provided the development services to the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this TA.		

M-2.8 SharePoint Development Specialist

M-2.8 Proposed SharePoint Development Specialist		Contractor to insert name of proposed replacement resource	
		Contractor's Response	
Criteria	**Mandatory Requirement**	**Substantiation of Technical compliance**	**Reference to applicable additional supporting documentation within the Contractor's Proposal.**
M-2.8.1	The Contractor must provide two Customer Reference Projects which demonstrate that the proposed SharePoint Development Specialist resource led a development team (of three or more resources) to prototype, configure and implement SharePoint version 2013 (or more recent) used as a rapid application development platform to develop business applications that integrate with each of the following technologies or products: a) Dynamics CRM (version 2011 or more recent); b) Web services; and c) Non-SharePoint managed SQL Server databases. For each Customer Reference Project to be considered: i. The system development component of the overall Customer Reference Project budget must have been a minimum of $2,000,000. (Canadian including taxes); and ii. The proposed SharePoint Development Specialist resource must have provided the development services to the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this TA.		

M-2.9 Business Intelligence (BI) Developer

M-2.9 Proposed Business Intelligence (BI) Developer		Contractor to insert name of proposed replacement resource	
Criteria	**Mandatory Requirement**	**Contractor's Response**	
		Substantiation of Technical compliance	**Reference to applicable additional supporting documentation within the Contractor's Proposal.**
M-2.9.1	The Contractor must provide two Customer Reference Projects which demonstrate that the proposed BI Developer resource developed and published BI Reports using Cognos Suite 8.x (or higher) including experience with Report Net (version 1.1 or more recent). For each Customer Reference Project to be considered The resource must have provided the services to the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this TA.		

M-2.10 Programmer / Software Developer

M-2.10 Proposed Programmer / Software Developer		Contractor to insert name of proposed replacement resource	
Criteria	**Mandatory Requirement**	**Contractor's Response**	
		Substantiation of Technical compliance	**Reference to applicable additional supporting documentation within the Contractor's Proposal.**
M-2.10.1	The Contractor must provide two Customer Reference Projects which demonstrate that the proposed Programmer / Software Developer resource designed and developed Web based applications using Microsoft technologies including Dynamics CRM version 2011 (or more recent) or SharePoint version 2013 (or more recent) as stipulated in the Applicable TA. For each Customer Reference Project to be considered The resource must have provided the services to the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this TA.		

M-2.11 User Experience (UX) Specialist

M-2.11 Proposed User Experience Specialist		Contractor to insert name of proposed replacement resource	
		Contractor's Response	
Criteria	**Mandatory Requirement**	**Substantiation of Technical compliance**	**Reference to applicable additional supporting documentation within the Contractor's Proposal.**
M-2.11.1	The Contractor must provide two Customer Reference Projects which demonstrate that the proposed User Experience (UX) Specialist resource applied UX design principles, methodologies and tools to improve the organization of information and the intuitiveness of web experiences and interactions and ensure that the resulting business solution provides a positive user experience for a variety of end-user classes / types in support of an enterprise-wide IM/IT system implementation initiative.: For each Customer Reference Project to be considered: i. The system development component of the overall Customer Reference Project budget must have been a minimum of $2,000,000. (Canadian including taxes); and ii. The proposed UX Specialist resource must have provided the UX services to the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this TA.		

M-2.12 Test Manager

M-2.12 Proposed Test Manager		Contractor to insert name of proposed replacement resource	
Criteria	**Mandatory Requirement**	**Contractor's Response**	
		Substantiation of Technical compliance	**Reference to applicable additional supporting documentation within the Contractor's Proposal.**
M-2.12.1	The Contractor must provide two Customer Reference Projects which demonstrate that the proposed Test Manager resource managed a team of testers and developed test plans and test scripts for a Dynamics CRM version 2011 (or more recent) application or SharePoint version 2013 (or more recent) application as stipulated in the TA. For each Customer Reference Project to be considered, the resource must have provided the services to the Customer Reference Project for a minimum duration of six months within the five years preceding the issuance date of this TA.		

M-2.13 Tester

M-2.13 Proposed Tester		Contractor to insert name of proposed replacement resource	
Criteria	**Mandatory Requirement**	**Contractor's Response**	
		Substantiation of Technical compliance	**Reference to applicable additional supporting documentation within the Contractor's Proposal.**
M-2.13.1	The Contractor must provide two Customer Reference Projects which demonstrate that the proposed Tester resource executed testing activities for a Dynamics CRM version 2011 (or more recent) application or SharePoint version 2013 (or more recent) application as stipulated in the TA. For each Customer Reference Project to be considered The resource must have provided the services to the Customer Reference Project for a minimum duration of six months within the five years preceding the issuance date of this TA.		

M-2.14 OCM Specialist

M-2.14 Proposed OCM Specialist		Contractor to insert name of proposed replacement resource	
Criteria	**Mandatory Requirement**	**Contractor's Response**	
		Substantiation of Technical compliance	**Reference to applicable additional supporting documentation within the Contractor's Proposal.**
M-2.14.1	The Contractor must provide two Customer Reference Projects where the proposed OCM Specialist resource provided professional services to develop the Organizational Change Management (OCM) strategy and plan, and execute OCM activities to support an IT-enabled business transformation initiative. For each Customer Reference Project to be considered: i. The OCM program component of the overall Customer Reference Project budget must have been a minimum of $1,000,000. (Canadian including taxes); and ii. The proposed OCM Specialist resource must have provided the OCM services under the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this TA.		

M-2.15 OCM Communications Specialist

M-2.15 Proposed Communications Specialist		Contractor to insert name of proposed replacement resource	
		Contractor's Response	
Criteria	**Mandatory Requirement**	**Substantiation of Technical compliance**	**Reference to applicable additional supporting documentation within the Contractor's Proposal.**
M-2.15.1	The Contractor must provide two Customer Reference Projects which demonstrate that the proposed OCM Communication Specialist resource developed and delivered OCM communication products (e.g. Memos, sponsor updates, speeches, news letters, internet/intranet communications etc.) For each Customer Reference Project to be considered the resource must have provided the services to the Customer Reference Project for a minimum duration of six months within the five years preceding the issuance date of this TA.		

M-2.16 Courseware Developer

M-2.16 Proposed Courseware Developer		Contractor to insert name of proposed replacement resource	
		Contractor's Response	
Criteria	**Mandatory Requirement**	**Substantiation of Technical compliance**	**Reference to applicable additional supporting documentation within the Contractor's Proposal.**
M-2.16.1	The Contractor must provide two Customer Reference Projects which demonstrate that the proposed Courseware Developer resource developed training materials for a Dynamics CRM version 2011 (or more recent) or SharePoint version 2013 (or more recent) application implementation project as stipulated in the TA. For each Customer Reference Project to be considered the resource must have provided the services to the Customer Reference Project for a minimum duration of six months within the five years preceding the issuance date of this TA.		

M-2.17 Instructor

M-2.17 Proposed Instructor		Contractor to insert name of proposed replacement resource	
Criteria	**Mandatory Requirement**	**Contractor's Response**	
		Substantiation of Technical compliance	**Reference to applicable additional supporting documentation within the Contractor's Proposal.**
M-2.17.1	The Contractor must provide two Customer Reference Projects which demonstrate that the proposed Instructor resource delivered end-user training for a Dynamics CRM version 2011 (or more recent) or SharePoint version 2013 (or more recent) application implementation project as stipulated in the TA. For each Customer Reference Project to be considered the resource must have provided the services to the Customer Reference Project for a minimum duration of six months within the five years preceding the issuance date of this TA.		

M-2.18 Translator

M-2.18 Proposed Translator		Contractor to insert name of proposed replacement resource	
Criteria	**Mandatory Requirement**	**Contractor's Response**	
		Substantiation of Technical compliance	**Reference to applicable additional supporting documentation within the Contractor's Proposal.**
M-2.18.1	The Contractor must provide two Customer Reference Projects which demonstrate that the proposed Translator resource translated documents and user interfaces (i.e. screens) from English to French or French to English. For each Customer Reference Project to be considered the resource must have provided the services to the Customer Reference Project for a minimum duration of six months within the five years preceding the issuance date of this TA.		

M-2.19 Data Entry Clerk

M-2.19 Proposed Data Entry Clerk		Contractor to insert name of proposed replacement resource	
		Contractor's Response	
Criteria	**Mandatory Requirement**	**Substantiation of Technical compliance**	**Reference to applicable additional supporting documentation within the Contractor's Proposal.**
M-2.19.1	The Contractor must provide two Customer Reference Projects which demonstrate that the proposed Data Entry Clerk resource used MS Office (including Word, PowerPoint and Excel) and entered data from various sources and formats into a computer program according to a pre-described format and verified the data entered for errors and correcting as required. For each Customer Reference Project to be considered the resource must have provided the services to the Customer Reference Project for a minimum duration of four months within the five years preceding the issuance date of this TA.		

Appendix D to Annex "A"
Certification at TA Stage

The following Certifications are to be used, as applicable. If they apply, they must be signed and attached to the Contractor's quotation when it is submitted to Canada.

1. CERTIFICATION OF EDUCATION AND EXPERIENCE

The Contractor certifies that all the information provided in its response and supporting material proposed for completing the subject work, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Contractor to be true and accurate. Furthermore, the Contractor warrants that every individual proposed by the Contractor for the requirement is capable of performing the Work described in the Task Authorization.

________________________________ ________________

Print name of authorized individual & sign above Date

2. CERTIFICATION OF AVAILABILITY OF PERSONNEL

The Contractor certifies that, should it be authorized to provide services under this Task Authorization, the persons proposed in the quotation will be available to commence performance of the work within a reasonable time from the date of issuance of the valid Task Authorization, or within the time specified in the TA Form, and will remain available to perform the work in relation to the fulfillment of the requirement.

________________________________ ________________

Print name of authorized individual & sign above Date

3. CERTIFICATION OF STATUS OF PERSONNEL

If the Contractor has proposed any individual who is not an employee of the Contractor, the Contractor certifies that it has permission from that individual to propose his/her services in relation to the Work to be performed under this TA and to submit his/her résumé to Canada. At any time during the Contract Period the Contractor must, upon request from the Contracting Authority, provide the written confirmation, signed by the individual, of the permission that was given to the Contractor of his/her availability. Failure to comply with the request may result in a default under the Contract in accordance with the General Conditions.

________________________________ ________________

Print name of authorized individual & sign above Date

4.CERTIFICATION OF LANGUAGE - [Unilingual English, Bilingual or Unilingual French]

Note, each TA will identify the language Certification requirements (Option 1, 2 or 3 as indicated below) for each associated TA resource, as applicable.
The Contractor certifies that the proposed resource(s) in response to this draft Task Authorization is/are

Option 1 - Unilingual English - fluent in English. The individual(s) proposed must be able to communicate orally and in writing in English without any assistance and with minimal errors.

Option 2 - Bilingual fluent in both official languages of Canada (French and English). The individual(s) proposed must be able to communicate orally and in writing in French and English without any assistance and with minimal errors.

Option 3 - Unilingual French fluent in French. The individual(s) proposed must be able to communicate orally and in writing in French without any assistance and with minimal errors.

Print name of authorized individual & sign above   Date

ANNEX "B" - BASIS OF PAYMENT

1.0 GENERAL

1.1 This Annex B describes the framework and fee structure that Canada will use to establish payments to the Contractor for Work performed under the Contract. The framework and fee structure will be in place for the duration of the Contract including any applicable option periods.

1.2 The Contractor's detailed cost breakdowns provided with its Bid dated *{to be inserted at Contract award}* for all proposed pricing form part of the Contract and will be used as required to support negotiations of any subsequent Contract amendment or Task Authorization.

1.3 Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work, unless they have been authorized, in writing, by the Contracting Authority before their incorporation into the Work.

2.0 Firm, Fixed, All-Inclusive Price Task Authorization Work

2.1 TA #1 – Contractor Onboarding

Within 5 days of Contract award, Canada contemplates issuing TA#1 for the firm, fixed all-inclusive lot price of $ *{to be inserted at Contract award}* for delivery of the Contractor Onboarding Work requirements listed as follows and as further described under SOW article 10 and any resulting TA:

(a) Review and provide input to OSFI draft documents;

(b) Establish rules of engagement and Onboard Resources;

(c) Develop Quality Management (QM) Plan;

(d) Develop Risk Management (RM) Plan;

(e) Develop Deliverable Review and Acceptance Process; and

(f) Update and finalize the Contractor Work Plan (CWP) and Contractor Schedule (CS).

2.2 TA #2 – Project Management & Oversight Services – Contractor Project Management Team (12 consecutive Firm, Fixed, all inclusive Monthly Payments)

Following the execution of TA #1, Canada contemplates issuing TA#2 for 12 consecutive firm, fixed all-inclusive monthly payments of $*{to be inserted at Contract award}* for the provision of the following Contractor Project Management team resources to deliver the Contractor Onboarding Work requirements described under SOW article 6.4 and any associated TA:

(a) *{Contractor Proposed Resource Job categories & named resources to be inserted at Contract award}*

(b) " " " "

(c) " " " "

2.3 TA for Development of Infrastructure Design for the STTR Solution

Canada contemplates issuing a firm, fixed all-inclusive lot price TA of $ *{to be inserted at Contract award}* for the development and delivery of the Contractor's Infrastructure Design for the STTR Solution as further described under SOW article 10.1 and any resulting associated TA.

2.4 TA for Application Construction Work, Definition Phase for STTR Release 1

Post Contract award, Canada contemplates issuing a firm, fixed all-inclusive lot price TA of $ *{to be inserted at Contract award}* for the design, development and delivery of Contractor Application Construction Work, Definition Phase for STTR Release 1 as further described under SOW article 12.2 and any resulting associated TA.

2.5 TA for Application Construction Work, Definition Phase for STTR Release 2

Canada contemplates issuing a firm, fixed all-inclusive lot price TA of $ *{to be inserted at Contract award}* for the design, development and delivery of Contractor Application Construction Work, Definition Phase for STTR Release 2 as further described under SOW article 12.2 and any resulting associated TA.

2.6 TA for Application Construction Work, Definition Phase for STTR Release 3

Canada contemplates issuing a firm, fixed all-inclusive lot price TA of $ *{to be inserted at Contract award}* for the design, development and delivery of Contractor Application Construction Work, Definition Phase for STTR Release 3 as further described under SOW article 12.2 and any resulting associated TA.

2.7 TA for Application Construction Work, Definition Phase for STTR Release 4

Canada contemplates issuing a firm, fixed all-inclusive lot price TA of $ *{to be inserted at Contract award}* for the design, development and delivery of Contractor Application Construction Work, Definition Phase for STTR Release 4 as further described under SOW article 12.2 and any resulting associated TA.

2.8 TA for Application Construction Work, Definition Phase for STTR Release 5

At Canada's sole option, Canada may issue a firm, fixed all inclusive lot price TA of $ *{to be inserted at Contract award}* for the design, development and delivery of Contractor Application Construction Work, Definition Phase for STTR Release 5 as further described under SOW article 12.2 and any resulting associated TA.

2.9 TA for Application Construction Work, Definition Phase for STTR Release 6

At Canada's sole option, Canada may issue a firm, fixed all inclusive lot price TA of $ *{to be inserted at Contract award}* for the design, development and delivery of Contractor Application Construction Work, Definition Phase for STTR Release 5 as further described under SOW article 12.2 and any resulting associated TA.

2.10 TA for Application Construction Work, Definition Phase for STTR Release 7

At Canada's sole option, Canada may issue a firm, fixed all inclusive lot price TA of $ *{to be inserted at Contract award}* for the design, development and delivery of Contractor Application Construction Work, Definition Phase for STTR Release 5 as further described under SOW article 12.2 and any resulting associated TA.

2.11 TA for Data Migration Definition Phase – DM Release 1

Canada contemplates issuing a firm, fixed all-inclusive lot price TA of $ *{to be inserted at Contract award}* for the delivery of the Data Migration Definition Phase - DM Release 1 Work as further described under SOW article 13.1 and any resulting associated TA.

2.12 TA for Data Migration Definition Phase – DM Release 2

Canada contemplates issuing a firm, fixed all-inclusive lot price TA of $ *{to be inserted at Contract award}* for the delivery of the Data Migration Definition Phase - DM Release 2 Work as further described under SOW article 13.1 and any resulting associated TA.

3.0 Task Authorization Work - Professional Services

3.1 The following Firm, Fixed All-Inclusive per diem labour rates, including overhead and profit, will be used to calculate the labour costs for any Task Authorization. The qualifications for each resource must meet or exceed the applicable resource qualifications set out under Appendix 2 of the Statement of Work.

3.2 The following pricing basis will be used to calculate the cost of Work requirements to be delivered on an "as and when requested basis". These Work requirements will be provided under Task Authorizations in accordance with the Article titled Task Authorization of the Contract.

Professional Services Resource Category	**Initial Contract Period** (2 Years)	**Option Period #1** (1 Year)	**Option Period #2** (1 Year)
1. Contractor PM	*$__ [to be inserted at Contract Award]*	*$__ [to be inserted at Contract Award]*	*$__ [to be inserted at Contract Award]*

Professional Services Resource Category	Initial Contract Period (2 Years)	Option Period #1 (1 Year)	Option Period #2 (1 Year)
2. Project Coordinator	“ “	“ “	“ “
3. Business Analyst	“ “	“ “	“ “
4. Solution/Application Architect	“ “	“ “	“ “
5. Information Architect	“ “	“ “	“ “
6. Infrastructure / Technology Architect	“ “	“ “	“ “
7. Dynamics CRM Development Specialist	“ “	“ “	“ “
8. SharePoint Development Specialist	“ “	“ “	“ “
9. Business Intelligence (BI) Developer	“ “	“ “	“ “
10. Programmer/Software Developer	“ “	“ “	“ “
11. User Experience (UX) Specialist	“ “	“ “	“ “
12. Test Manager	“ “	“ “	“ “
13. Tester	“ “	“ “	“ “
14. OCM Specialist	“ “	“ “	“ “
15. OCM Communications Specialist	“ “	“ “	“ “
16. Courseware Developer	“ “	“ “	“ “
17. Instructor	“ “	“ “	“ “
18. Translator	“ “	“ “	“ “
19. Data Entry Clerk	“ “	“ “	“ “

3.3 Additional Firm All-Inclusive Per Diem Labour Rates:

Firm, Fixed All-Inclusive per diem rates for Labour Categories not identified above and which are required for "as and when requested" Work to be performed in accordance with the article titled Task Authorization of the Contract, will be negotiated as and when required by the Contracting Authority. Per diem rates must be fair and reasonable and the Contractor must demonstrate they are not in excess of the best price for similar type quality and quantity of work. Canada reserves the right to apply Contract Cost Principles 1031-2 and the PWGSC departmental Profit Policy in effect at the time. The rates will only apply to the Task Authorization for which they were negotiated unless incorporated into the Contract through a formal Contract amendment issued by the Contracting Authority.

3.4 Definition of a Day (Proration):

A day is defined as 7.5 hours exclusive of meal breaks. Payment will be for days actually worked with no provision for annual leave, statutory holidays and sick leave. Time worked which is more or less than a day will be prorated to reflect actual time worked in accordance with the following formula:

$$\frac{\text{Hours worked x firm per diem rate}}{\text{7.5 hours}}$$

3.5 Other Direct Costs

Other direct costs, reasonably and properly incurred as part of Work carried out under a Task Authorization (for example printing and mailing costs) must be preauthorized as part of the Task Authorization, and the Contractor will be reimbursed at actual laid down cost with no provision for overhead and profit. All costs must be supported by receipts and/or documentation.

3.6 Pre-Authorized Travel and Living Expenses**:**

In accordance with article 6.3 of Annex A and the terms and conditions of this Contract, Canada will reimburse the Contractor for pre-authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit an/or administrative overhead, in accordance with the meal, private vehicle, and incidental expenses provided in Appendices B, C, and D of the *National Joint Council Travel Directive* and with the other provisions of the directive referring to "travellers", rather than those referring to "employees". All travel must have the prior authorization of the Technical Authority. All payments are subject to government audit.

Travel Status Time will be limited to 50% of the hourly rate calculated by dividing the proposed Firm, Fixed All-inclusive per diem divided by 7.5.

Time spent by a contracted individual traveling to and from specific pre-authorized work assignments (not commuting) that are more than 100 kilometers from the individual's work location may be billed at 50% of the firm Firm, Fixed All-Inclusive per diem rate. Time for travel which is more or less than a day shall be prorated to reflect actual time for travel in accordance with the following formula:

$$\frac{\text{Hours of travel X 50\% of firm all-inclusive per diem rate}}{\text{7.5 hours}}$$

Canada will not accept any travel and living expenses incurred by the Contractor, except where indicated in a pre-approved TA.

3.7 Time Verification

This article applies only to TAs, as described under article 3.0 above, utilizing labour categories.

(a) Time charged and the accuracy of the Contractor's time recording system may be verified by Canada's representatives before or after payment is made to the Contractor under the terms and conditions of the Contract. If verification is done after payment, the Contractor agrees to repay any overpayment immediately upon demand by Canada.

(b) Canada shall have the right to holdback, drawback, deduct and set off from and against the amounts of any moneys owing at any time by Canada to the Contractor, any credits owing and unpaid under this article. Should Canada elect not to exercise the foregoing right at any given time, this shall not be deemed a waiver of this right nor shall it affect the right(s) described above.

(c) The firm all-inclusive Labour Category per diem rates for Option Year 3 and all subsequent years, will be adjusted from year to year in accordance with the Economic Price Adjustment (EPA) set out under article 3.8 herein. The Basis of Payment will be amended via a Contract amendment to reflect the new firm all-inclusive per diem rates.

3.8 Economic Price Adjustment (EPA) - Professional Services Per Diem Rates

(a) Escalation Index

(i) The Provisions of this article apply to the per diem labour rates set out in article 3.0 Task Authorization Work – Professional Services above.

(ii) Beginning in Option Period 3, the applicable Option Period 2 Professional Services Resource Category per diem rates will be escalated for the next twelve (12) month period in accordance with the provisions of this article. The same methodology will apply to all subsequent Option Periods that the Contract is in place, and the Contract Basis of Payment will be amended to reflect the new per diem rates.

(iii) The Option Period 3 Professional Services Resource Category per diem rates which are subject to EPA, and all subsequent Option Periods will be calculated based on the previous' Option Period's per diem rates in the Basis of Payment adjusted annually, two weeks prior to the start of each Option Period, based on the percentage increase (decrease) in the annual average index of the Consumer Price Index for Canada (CPI), All-Items (Not Seasonally Adjusted), published in Statistics Canada Catalogue No. 62-001-X, Table 5, in accordance with the following formula, rounded to the nearest two decimals:

$$\text{Escalation} = \left(\frac{A}{B} - 1 \right) \times 100$$

Where:

A = Average of the monthly CPI for Canada, for the 12 months ending three (3) months preceding the start date of the new Option Period.

B = Average of the monthly CPI for Canada for the 12 months ending fifteen (15) months preceding the start date of the new Option Period

(iv) Any amount determined by using the escalation index which is less than zero, will be deemed to be equal to zero.

(b) Annual Adjustments to Professional Services Resource Category Fees

(a) The Contractor must notify the Contracting Authority in writing of the applicable EPA, no later than thirty (30) calendar days prior to the commencement of the new Option

Period. The Contracting Authority will in turn verify the information and amend the Contract accordingly to reflect the revised Professional Services Resource Category per diem rates.

(b) Until such time as the adjustments to the Professional Resource Category per diem rates are made through a Contract amendment, the per diem rates valid for the last twelve month period will be used. The same process will apply for each twelve-month period and any option year exercised. Once the new per diem rates have been incorporated into the Contract, the Contractor may submit a claim for any underpayment (via a PWGSC-TPGSC 1111 claim for payment) that may have occurred as a result of any delays on the part of Canada in auctioning the annual adjustment.

(c) Where the notification of the applicable EPA is not received by the Contracting Authority at least thirty (30) calendar days prior to the last claim day of the current Option Period, any underpayment will be the Contractor's liability and will not be reimbursed by Canada.

(c) Discontinuation of Escalation Indices

If any of the official Government(s) Economic Price Adjustment indices set out in the Contract are discontinued, the parties should immediately thereafter agree to establish replacement indices or formulate adjustments consistent with those set forth in the Contract.

4.0 Optional Software Licences and Software Maintenance & Support

OPTIONAL COTS SOFTWARE AND SOFTWARE MAINTENANCE AND SUPPORT

Name of COTS Product, Version Number & Release Number	COTS Software Description	Firm, Fixed All-Inclusive Perpetual COTS Software		Software Support Services Percentage Rate for initial Software Support Period [initial Software Support Period Begins on the date of Software Deployment for 24 Consecutive Months]	
		Per User Licence Price	Entity License Price	Per User Licenses % Rate	Entity License % Rate
[To be inserted at Contract Award]	Enterprise Planning software	*$___ Per User License [To be inserted at Contract Award]*	*$____ Entity License [To be inserted at Contract Award]*	*___% Per User License [To be inserted at Contract Award]*	*____% Entity License [To be inserted at Contract Award]*
To be inserted at Contract Award]	Rich Text Control Software	*$___ Per User License [To be inserted at Contract Award]*	*$____ Entity License [To be inserted at Contract Award]*	*___% Per User License [To be inserted at Contract Award]*	*____% Entity License [To be inserted at Contract Award]*
To be inserted at Contract Award]	Spelling/Grammar Checking Software	*$___ Per User License [To be inserted at Contract Award]*	*$____ Entity License [To be inserted at Contract Award]*	*___% Per User License [To be inserted at Contract Award]*	*____% Entity License [To be inserted at Contract Award]*

4.1 For each of the Optional COTS Software products identified in the above table, the Contractor will be paid the associated Firm, Fixed All-Inclusive per User License price (applicable taxes extra), unless Canada exercises its option for an associated Entity License, in which case any payments made for the associated per User Licenses will be applied to the price of the associated Entity License. The Per User License price and Entity License prices set out in the above table include:

(a) Warranty; and

(b) Software Documentation.

4.2 Additional Optional Software Licences: In accordance with Article 7.7 (a) (iv) (C) of the Contract, Canada may exercise its option to acquire additional User Licenses for additional Users at the Firm Fixed All-Inclusive Per User License price identified in the table set out above, at any time during the Initial Contract Period or at any time during any Contract Option Period, as applicable.

4.3 COTS Software Maintenance and Support – Initial Software Support Period (Enterprise Planning software, Rich Text Control software or Spelling/Grammar Checking software)

For the initial Software Support Period, in accordance with Article 7.7 (a) (iv) (B) of the Contract, the applicable Per User Licence Percentage Rate or Entity Licence Percentage Rate set out in the above table will apply for the provision and delivery of Software Support Services, for the Optional COTS Software.

4.4 Economic Price Adjustment (EPA) - Software Maintenance & Support (Enterprise Planning software, Rich Text Control software or Spelling/Grammar Checking software)

(a) Escalation Index

(i) The provisions of this article apply to the initial Software Support Period's Software Support Services:

(A) per User License rates; and

(B) Entity License rates

referenced in 4.0 herein.

(ii) Beginning in Option Period 1 the applicable initial Contract Period Software Support Services Firm Fixed All-Inclusive per User License rate or Firm Fixed All-Inclusive Entity License rate will be escalated for the next twelve (12) month period in accordance with the provisions of this article. The same methodology will apply to all subsequent Option Periods that the Contract is in place, and the Contract Basis of Payment will be amended to reflect the new Firm Fixed All-Inclusive per User License rates or Firm Fixed All-Inclusive Entity License rates.

(iii) The applicable Option Period 1 Software Support Services per User License rate or Entity License rate which are subject to EPA, and all subsequent Option Periods will be calculated based on the previous' Option Period's applicable per User License rate or Entity License rates adjusted annually, two weeks prior to the start of each Option Period, based on the percentage increase (decrease) in the annual average index of the Consumer Price Index for Canada (CPI), All-Items (Not Seasonally Adjusted), published in Statistics Canada Catalogue No. 62-001-X, Table 5, in accordance with the following formula, rounded to the nearest two decimals:

$$\text{Escalation} = \left(\frac{A}{B} - 1\right) \times 100$$

Where:

A = Average of the monthly CPI for Canada, for the 12 months ending three (3) months preceding the start date of the new Option Period.

B = Average of the monthly CPI for Canada for the 12 months ending fifteen (15) months preceding the start date of the new Option Period

(d) Any amount determined by using the escalation index which is less than zero, will be deemed to be equal to zero.

(b) Annual Adjustments to Software Support Services Firm Fixed All-Inclusive per User License rates and Firm Fixed All-Inclusive Entity License rates

(i) The Contractor must notify the Contracting Authority in writing of the applicable EPA, no later than thirty (30) calendar days prior to the commencement of the new Option Period. The Contracting Authority will in turn verify the information and amend the Contract accordingly to reflect the revised applicable Software Support Services Firm Fixed All-Inclusive per User License rates or Firm Fixed All-Inclusive Entity License rates.

(ii) Until such time as the adjustments to the applicable Software Support Services Firm Fixed All-Inclusive per User License rate or Firm Fixed All-Inclusive Entity License rate are made through a Contract amendment, the applicable Software Support Services Firm Fixed All-Inclusive per User rate or Firm Fixed All-Inclusive Entity License rate valid for the last twelve month period will be used. The same process will apply for each twelve-month period and any Option Period exercised. Once the new rate has been incorporated into the Contract, the Contractor may submit a claim for any underpayment (via a PWGSC-TPGSC 1111 claim for payment) that may have occurred as a result of any delays on the part of Canada in auctioning the annual adjustment.

(iii) Where the notification of the applicable EPA is not received by the Contracting Authority at least thirty (30) calendar days prior to the last claim day of the current Option Period, any underpayment will be the Contractor's liability and will not be reimbursed by Canada.

(c) Discontinuation of Escalation Indices

If any of the official Government(s) Economic Price Adjustment indices set out in the Contract are discontinued, the parties should immediately thereafter agree to establish replacement indices or formulate adjustments consistent with those set forth in the Contract.

ANNEX "C"

SECURITY REQUIREMENTS CHECK LIST

Government of Canada / Gouvernement du Canada

Contract Number / Numéro du contrat
Security Classification / Classification de sécurité UNCLASSIFIED

SECURITY REQUIREMENTS CHECK LIST (SRCL)
LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE

1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine: Office of the Superintendent of Financial Institutions OSFI -

2. Branch or Directorate / Direction générale ou Direction: IM-IT Division

3. a) Subcontract Number / Numéro du contrat de sous-traitance

3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant

4. Brief Description of Work / Brève description du travail: OSFI "Supervisors" regulate federally chartered financial institutions and pension plans. Supervision Technology and Tools Renewal (STTR) project was initiated to develop robust tools to support "Supervisors" in their core work. The STTR project aims to Streamline the Supervision Risk Assessment Process. OSFI requires one contractor to provide the following team of consultants; Project Manager, Organizational Change Management Specialist, Solution/Application Architect, Information Architect, Dynamics CRM Development Specialist, SharePoint Development Specialist, UX Specialist and Business Analyst. Team to provide on-site services during Project lifetime of 4+Yrs.

	No / Non	Yes / Oui
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?	✓	
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?	✓	

6. Indicate the type of access required / Indiquer le type d'accès requis

	No / Non	Yes / Oui
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		✓
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.	✓	
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?	✓	

7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès

Canada	NATO / OTAN	Foreign / Étranger
✓		

7. b) Release restrictions / Restrictions relatives à la diffusion

Canada	NATO / OTAN	Foreign / Étranger
No release restrictions / Aucune restriction relative à la diffusion: ✓	All NATO countries / Tous les pays de l'OTAN: ☐	No release restrictions / Aucune restriction relative à la diffusion: ☐
Not releasable / À ne pas diffuser: ☐		
Restricted to: / Limité à : ☐	Restricted to: / Limité à : ☐	Restricted to: / Limité à : ☐
Specify country(ies): / Préciser le(s) pays :	Specify country(ies): / Préciser le(s) pays :	Specify country(ies): / Préciser le(s) pays :

7. c) Level of information / Niveau d'information

Canada		NATO		Foreign / Étranger	
PROTECTED A / PROTÉGÉ A	✓	NATO UNCLASSIFIED / NATO NON CLASSIFIÉ		PROTECTED A / PROTÉGÉ A	
PROTECTED B / PROTÉGÉ B	✓	NATO RESTRICTED / NATO DIFFUSION RESTREINTE		PROTECTED B / PROTÉGÉ B	
PROTECTED C / PROTÉGÉ C	✓	NATO CONFIDENTIAL / NATO CONFIDENTIEL		PROTECTED C / PROTÉGÉ C	
CONFIDENTIAL / CONFIDENTIEL	✓	NATO SECRET / NATO SECRET		CONFIDENTIAL / CONFIDENTIEL	
SECRET / SECRET	✓	COSMIC TOP SECRET / COSMIC TRÈS SECRET		SECRET / SECRET	
TOP SECRET / TRÈS SECRET				TOP SECRET / TRÈS SECRET	
TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT)				TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT)	

PART A *(continued)* / PARTIE A *(suite)*

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets? — ✓ No / Non ☐ Yes / Oui
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS?
If Yes, indicate the level of sensitivity:
Dans l'affirmative, indiquer le niveau de sensibilité :

9. Will the supplier require access to extremely sensitive INFOSEC information or assets? — ✓ No / Non ☐ Yes / Oui
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate?

Short Title(s) of material / Titre(s) abrégé(s) du matériel :
Document Number / Numéro du document :

PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

- ✓ RELIABILITY STATUS / COTE DE FIABILITÉ
- ✓ CONFIDENTIAL / CONFIDENTIEL
- ✓ SECRET / SECRET
- ☐ TOP SECRET / TRÈS SECRET
- ☐ TOP SECRET– SIGINT / TRÈS SECRET – SIGINT
- ☐ NATO CONFIDENTIAL / NATO CONFIDENTIEL
- ☐ NATO SECRET / NATO SECRET
- ☐ COSMIC TOP SECRET / COSMIC TRÈS SECRET
- ☐ SITE ACCESS / ACCÈS AUX EMPLACEMENTS

Special comments:
Commentaires spéciaux :

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.
REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work? — ✓ No / Non ☐ Yes / Oui
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail?

If Yes, will unscreened personnel be escorted? — ✓ No / Non ☐ Yes / Oui
Dans l'affirmative, le personnel en question sera-t-il escorté?

PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises? — ✓ No / Non ☐ Yes / Oui
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS?

11. b) Will the supplier be required to safeguard COMSEC information or assets? — ✓ No / Non ☐ Yes / Oui
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC?

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises? — ✓ No / Non ☐ Yes / Oui
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ?

INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data? — ✓ No / Non ☐ Yes / Oui
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS?

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency? — ✓ No / Non ☐ Yes / Oui
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale?

PART C - *(continued)* / PARTIE C - *(suite)*

For users completing the form **manually** use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.
Les utilisateurs qui remplissent le formulaire **manuellement** doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form **online** (via the Internet), the summary chart is automatically populated by your responses to previous questions.
Dans le cas des utilisateurs qui remplissent le formulaire **en ligne** (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category / Catégorie	PROTECTED / PROTÉGÉ			CLASSIFIED / CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL / CONFIDENTIEL	SECRET	TOP SECRET / TRÈS SECRET	NATO RESTRICTED / NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL / NATO CONFIDENTIEL	NATO SECRET	COSMIC TOP SECRET / COSMIC TRÈS SECRET	PROTECTED / PROTÉGÉ A	B	C	CONFIDENTIAL / CONFIDENTIEL	SECRET	TOP SECRET / TRÈS SECRET
Information / Assets / Renseignements / Biens																
Production																
IT Media / Support TI																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?
La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☑ No / Non ☐ Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".
Dans l'affirmative, classifier le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?
La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☑ No / Non ☐ Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).
Dans l'affirmative, classifier le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

Appendix A to Annex **C** - Supplemental Security Guide
Security Requirements Checklist (SRCL) Supplemental Security Guide

For Contract: STTR Systems Integrator

Part A – Multiple Release Restrictions: Security Guide

To be completed in addition to SRCL question 7. b) when release restrictions are therein identified. Indicate to which levels all information release restrictions apply. Make note in the chart if a level of information bears multiple restrictions (e.g. a portion of the SECRET information bears the caveat Canadian Eyes Only while the remainder of the SECRET information has no release restrictions)

Canadian Information										
Citizenship Restriction	PROTECTED			CLASSIFIED						
	A	B	C	CONFIDENTIAL		SECRET		TOP SECRET		TOP SECRET (SIGINT)
No Release Restrictions										
Not Releasable										
Restricted to:										

Part B – Multiple Levels of Personnel Screening: Security Classification Guide

To be completed in addition to SRCL question 10.a) when multiple levels of personnel screening are therein identified. Indicate which personnel screening levels are required for which portions of the work/access involved in the contract.

Level of Personnel Clearance (eg. Reliability, Secret)	Position/Description/Task	Access to sites and/or Information. Levels of information to be accessed.	Citizenship Restriction (if any)
Reliability	**Contractor Project Manager** • Manage the Systems integration project and Systems Integrator resources • Conduct project management activities and produce project management artifacts	No access to OSFI records room or server rooms. No access to Classified information. No privileged access to OSFI Production systems and servers.	N/A
Reliability	**Project Coordinator** • Assist project manager in developing and maintaining project artifacts and schedule • Assist project manager with status reporting • Coordinate project activities and meetings	No access to OSFI records room or server rooms. No access to Classified information. No privileged access to OSFI Production systems and servers.	N/A
Reliability	**Business Analyst** • Gather and document business requirements, facilitate prototyping sessions with Business users • Develop test cases and expected results • Coordinate User Acceptance testing	No access to OSFI records room or server rooms. No access to Classified information. No privileged access to OSFI Production systems and servers.	N/A
Secret	**Solution / Application Architect** • Develop solution architectures, frameworks and strategies to meet functional and non-functional requirements • Analyse and evaluate alternative technical solutions to meet business requirements. • Provide expert guidance and advice on the solution being implemented to developers and other stakeholders responsible for implementing the solution.	No restrictions	N/A

Secret	**Information Architect** • Lead/perform information/data modeling in support of business requirements and business process transformation activities • Provide technical assistance, guidance and direction to project team members on data analysis • Work with Solution Architect to ensure effective data integration within the solution	No restrictions	N/A
Secret	**Infrastructure / Technology Architect** • Lead/participate in definition and development of technical infrastructure architectures, farm topologies and strategies to meet functional and non-functional requirements • Provide expert guidance and advice on the setup, administration, configuration and integration of Dynamics CRM and SharePoint farms • Lead/participate in developing scripts to automate setup of environmental infrastructure	No restrictions	N/A
Secret	**Dynamics CRM Development Specialist** • Analyze, design, configure and administer MS Dynamics CRM-based applications • Create and implement business process flows, entities, attributes, forms, views, themes, charts, and other functionality within MS Dynamics CRM • Customize and extend the Dynamics CRM platform as required using supported tools and technologies	No restrictions	N/A
Secret	**SharePoint Development Specialist** • Analyze, design, configure and manage SharePoint-based applications • Configure and/or implement SharePoint application services, sites, collections, lists, libraries and other functionality within SharePoint • Perform SharePoint platform administration, Active Directory, IIS and SQL Server administration and use PowerShell scripts as necessary to support development and testing of SharePoint-based applications	No restrictions	N/A
Reliability	**Business Intelligence (BI) Developer** • Develop BI data-cubes, organizational KPI's and BI reports using data from major business systems • Design and construct programs, data stores etc. using specialized tools and languages as required to extract and relate data, often from disparate information sources • Utilize source-target mapping specifications to implement data integration, migration and reconciliation processes	No access to OSFI records room or server rooms. No access to Classified information. No privileged access to OSFI Production systems and servers.	N/A

Reliability	**Programmer / Software Developer** • Design and develop web based applications and Web Services using Microsoft technologies • Configure COTS and other selected components to map to the business processes and functional requirements • Verify accuracy and completeness of programs by preparing sample data, and testing them by means of system acceptance test runs	No access to OSFI records room or server rooms. No access to Classified information. No privileged access to OSFI Production systems and servers.	N/A
Reliability	**User Experience (UX) Specialist** • Design and conduct user research using methods such as: ethnographic field studies, participatory design sessions, site visits, focus groups, benchmark studies, usability studies, heuristic evaluations etc. • Synthesizes findings to inform a better understanding of end users and identify potential usability issues and design opportunities • Works collaboratively with other team members to define and improve the user experience and ensures solutions are accessible and intuitive	No access to OSFI records room or server rooms. No access to Classified information. No privileged access to OSFI Production systems and servers.	N/A
Reliability	**Test Manager** • Develop test strategies and plans where multiple development teams are situated in different geographic locations • Provide advice, guidance and coordination efforts for selection of automated testing tools • Plan, organize, schedule and supervise testing efforts for large systems, including the execution of systems integration tests, performance and stress tests and user acceptance testing	No access to OSFI records room or server rooms. No access to Classified information. No privileged access to OSFI Production systems and servers.	N/A
Reliability	**Tester** • Participate in Test planning and coordination • Establish software testing procedures for unit testing, integration testing and regression testing • Develop test scenarios and test scripts • Execute test scenarios and test scripts and document and report on the results	No access to OSFI records room or server rooms. No access to Classified information. No privileged access to OSFI Production systems and servers.	N/A
Reliability	**OCM Specialist** • Assist the client organization to assess the overall organization and the organizational units affected by the change and its capacity/capability to undertake and successfully deliver a project • Support the client in defining the change management and communication strategies • Support the client in the development of plans, presentations, tables, diagrams and working with a variety of project management tools in support of the change	No access to OSFI records room or server rooms. No access to Classified information. No privileged access to OSFI Production systems and servers.	N/A

	management program • Supporting client project team members to deliver presentations to stakeholders and end users to launch and support the OCM program.		
Reliability	**OCM Communications Specialist** • Developing OCM communication strategies and plans related to the project implementation including the identification of communication objectives; target audiences; messages; barriers; communication methods and providing recommendations to Client Management • Developing and implementing creative OCM communication and information products using a variety of tools, techniques and media and selecting appropriate medium to convey information, ideas, and results • Provide support and assistance to OCM communicators ensuring OCM information is communicated to the appropriate people in a timely manner	No access to OSFI records room or server rooms. No access to Classified information. No privileged access to OSFI Production systems and servers.	N/A
Reliability	**Courseware Developer** • Perform needs assessment for the purposes of developing training materials • Recommend instructional media and strategies • Develop training materials • Prepare end-users for implementation of courseware materials	No access to OSFI records room or server rooms. No access to Classified information. No privileged access to OSFI Production systems and servers.	N/A
Reliability	**Instructor** • Assess the relevant characteristics of a target audience • Prepare end-users for implementation of courseware materials • Conduct/deliver training courses	No access to OSFI records room or server rooms. No access to Classified information. No privileged access to OSFI Production systems and servers.	N/A
Reliability	**Translator** • Translate project documentation, deliverables and user interfaces (i.e. screens) to support Official Language requirements (i.e. from English to French or French to English).	No access to OSFI records room or server rooms. No access to Classified information. No privileged access to OSFI Production systems and servers.	N/A
Reliability	**Data Entry Clerk** • Enter data from various sources and formats into a computer program according to a pre-described format • Searching for the required information to be entered form a repository of unstructured data (Microsoft Office documents, PDF documents), extracting the relevant data (cutting) and copying (pasting) to structured data fields in the computer program. • Verifying the data entered for errors and correcting as required	No access to OSFI records room or server rooms. No access to Classified information. No privileged access to OSFI Production systems and servers.	N/A

ANNEX "D"

NON-DISCLOSURE AGREEMENT

I, ________________, recognize that in the course of my work as an employee or subcontractor of _________________ , I may be given access to information by or on behalf of Canada in connection with the Work, pursuant to Contract Serial No. ___________ between Her Majesty the Queen in right of Canada, represented by the Minister of Public Works and Government Services and ________ , including any information that is confidential or proprietary to third parties, and information conceived, developed or produced by the Contractor as part of the Work. For the purposes of this agreement, information includes but not limited to: any documents, instructions, guidelines, data, material, advice or any other information whether received orally, in printed form, recorded electronically, or otherwise and whether or not labeled as proprietary or sensitive, that is disclosed to a person or that a person becomes aware of during the performance of the Contract.

I agree that I will not reproduce, copy, use, divulge, release or disclose, in whole or in part, in whatever way or form any information described above to any person other than a person employed by Canada on a need to know basis. I undertake to safeguard the same and take all necessary and appropriate measures, including those set out in any written or oral instructions issued by Canada, to prevent the disclosure of or access to such information in contravention of this agreement.

I also acknowledge that any information provided to the Contractor by or on behalf of Canada must be used solely for the purpose of the Contract and must remain the property of Canada or a third party, as the case may be.

I agree that the obligation of this agreement will survive the completion of the Contract Serial No.: _________________

________________________ ________________

Signature Date

(ENG: VERSION 7 – 15-Aug-2017)

LIST OF ATTACHMENTS TO PART 3 (BID PREPERATION INSTRUCTIONS)

Please see the following Form set out herein:

- Form 1 - Bid Submission Form

Attachment To PART 3 (Bid Preparation Instructions) FORM 1 - BID SUBMISSION FORM		
Bidder's full legal name ***[Note to Bidders:*** *Bidders who are part of a corporate group should take care to identify the correct corporation as the Bidder.****]***		
Authorized Representative of Bidder for evaluation purposes (e.g., clarifications)	Name:	
	Title:	
	Address:	
	Telephone #:	
	Fax #:	
	Email:	
Bidder's Procurement Business Number (PBN) *[see the Standard Instructions 2003]* [***Note to Bidders:*** *Please ensure that the PBN you provide matches the legal name under which you have submitted your bid. If it does not, the Bidder will be determined based on the legal name provided, not based on the PBN, and the Bidder will be required to submit the PBN that matches the legal name of the Bidder.]*		
Jurisdiction of Contract: Province or Territory in Canada the Bidder wishes to be the legal jurisdiction applicable to any resulting contract (if other than as specified in solicitation)		
Former Public Servants See the Article in Part 2 of the bid solicitation entitled "Former Public Servant" for a definition of "Former Public Servant".	Is the Bidder a FPS in receipt of a pension as defined in the bid solicitation? Yes ____ No ____ If yes, provide the information required by the Article in Part 2 entitled "Former Public Servant "	
	Is the Bidder a FPS who received a lump sum payment under the terms of the terms of the Work Force Adjustment Directive? Yes ____ No ____ If yes, provide the information required by the Article in Part 2 entitled "Former Public Servant "	
Licensed Software Maintenance and Support: *[Note to Bidders – please provided this information for each proposed Software tool - Enterprise Planning software, Rich Text Control Set Software and Spelling/Grammar Checking software.]*	Toll-free Telephone Access:	
	Toll-Free Fax Access:	
	E-Mail Access:	
	Website address for web support:	

Attachment To PART 3 (Bid Preparation Instructions) **FORM 1 - BID SUBMISSION FORM**	
Security Clearance Level of Bidder **[include both the level and the date it was granted]** [**Note to Bidders:** *Please ensure that the security clearance matches the legal name of the Bidder. If it does not, the security clearance is not valid for the Bidder.]*	
On behalf of the Bidder, by signing below, I confirm that I have read the entire bid solicitation including the documents incorporated by reference into the bid solicitation and I certify that: 1. The Bidder considers itself and its products able to meet all the mandatory requirements described in the bid solicitation; 2. This bid is valid for the period requested in the bid solicitation; 3. All the information provided in the bid is complete, true and accurate; and 4. If the Bidder is awarded a contract, it will accept all the terms and conditions set out in the resulting contract clauses included in the bid solicitation.	
Signature of Authorized Representative of Bidder	______________________________

ATTACHMENT 4.1 - TECHNICAL EVALUATION CRITERIA

Contents

The Bidder must include in its Bid a response to each of the mandatory and point-rated technical evaluation criteria that follows.

1. Technical Evaluation Criteria

To be declared responsive, a bid must:

a) comply with all the requirements of the bid solicitation;
b) meet all mandatory criteria;
c) obtain a combined required minimum 240 points for Point Rated technical evaluation criteria R-1 and R-2, as indicated in the table set out below;
d) obtain a combined required minimum 240 points for Point Rated technical evaluation criterion R-3 to R-7 inclusive, as indicated in the table set out below;
e) obtain a combined required minimum 240 points for Point Rated technical evaluation criterion R-8.1 to R-8.8 inclusive, as indicated in the table set out below; and
f) obtain a combined required minimum 240 points for Point Rated technical evaluation criterion R-9 to R-11 inclusive, as indicated in the table set out below.
    a. Bids not meeting (a), (b), (c), (d), (e) and (f) will be declared non-responsive.

Technical Evaluation Criteria	Maximum Points	Minim Pass Mark
R-1 Corporate Reference Contracts	300	
R-2 Microsoft Certified Partner	100	
Sub-total (R-1 to R-2)	**400**	**240**
R-3 High Level Overview of Bidder's Proposed Approach, Contractor Work Plan and Contractor Schedule	150	
R-4 Detailed Work Plan for TA#1 Contractor Onboarding	100	
R-5 Detailed Work Plan for Development of the Infrastructure Design	50	
R-6 Detailed Work Plan for Definition Phase Work (STTR System Release 1-7)	50	
R-7 Detailed Work Plan for Definition Phase Work (Data Migration)	50	
-Sub-total (R-3 to R-7)	**400**	**240**
R-8 Proposed Resources:		
R-8.1 Contractor PM	50	
R-8.2 OCM Specialist	50	

Technical Evaluation Criteria	Maximum Points	Minim Pass Mark
R-8.3 Solution / Application Architect	50	
R-8.4 Information Architect	50	
R-8.5 Dynamics CRM Development Specialist	50	
R-8.6 SharePoint Development Specialist	50	
R-8.7 UX Specialist	50	
R-8.8 Business Analyst (BA Lead).	50	
Sub-total (R-8.1 to R-8.8)	**400**	**240**
Proposed Software:		
R-9 Enterprise Planning Tool Software	300	
R-10 Rich Text Control Software	50	
R-11 Spelling / Grammar Checking Software	50	
Sub-total (R-9 to R-11)	**400**	**240**
Total Points	**1600**	
Technical Proposal Score (70 points maximum)	[Bidders Score (out of 1600) / 1600] x 70 points	

2. Definitions

The following definitions apply to the evaluation criteria which follows:

Term	Definition
Customer Reference Contract	describes a contract that the Bidder held to deliver services to a customer and is used to demonstrate the Bidder's experience
Customer Reference Project	describes a customer project that the proposed resource worked on and is used to demonstrate the resource's experience

3. Mandatory Evaluation Criteria - Corporate Qualifications

M-1 Corporate Experience, Dynamics CRM Solution Implementation

The Bidder must provide three Customer Reference Contracts where the Bidder was contracted to provide professional services to implement a Dynamics CRM version 2011 (or more recent) solution.

To be compliant, **each** of the three Customer Reference Contracts provided **must**:

i) Have been completed within six years preceding the issuance date of this RFP, or if still ongoing the Customer Reference Contract must have been in place for a minimum of eighteen months preceding the issuance date of this RFP;
ii) Have billed a minimum of $2M (Canadian, including taxes) under the Customer Reference Contract as of the issuance date of this RFP; and
iii) The work delivered by the Bidder under the Customer Reference Contract, as of the issuance date of this RFP, must have included the following deliverables:
   a. Requirements Definition;
   b. Solution Architecture;
   c. Detailed Design;
   d. Configuration; and
   e. Interfaces to other systems.

Of the three Customer Reference Contracts provided, the Bidder must have, as of the issuance date of this RFP:

i) Billed a minimum of $5M (Canadian, including taxes) for a minimum of one (out of the three) Customer Reference Contracts;
ii) Provided professional services to implement a Dynamics CRM version 2015 (or more recent) solution for a minimum of one (out of the three) Customer Reference Contracts; and
iii) Delivered automated data migration work and reconciliation of structured data work, for a minimum of one (out of the three) Customer Reference Contracts.

Notes:

1) When responding to M-1, the Bidder should fully complete the table below for each of the three Customer Reference Contracts.
2) The Bidder is requested to include complete Customer Reference Contact information as indicated in the table. Canada reserves the right to request Customer Reference Contract contact information, at any time during the evaluation process, for the purposes of verification in accordance with the process set out under section 4.5 of PART 4 of this RFP.
3) If more than the requested number of Customer Reference Contracts is provided, Canada will only evaluate the first three in the order in which they are set out in the Bid.

M-1 Corporate Experience Dynamics CRM Solution Implementation			
Item #	Mandatory Requirement	Bidder's Response	
		Substantiation of technical compliance	Reference to applicable additional supporting documentation within the Bidder's Bid
1.0	**Customer Reference Contract Client Particulars**		
a)	Organization Name		
b)	Address		
c)	Customer Contact (for Reference Checking purposes) • Name and Title • Telephone Number and/or E-mail Address		
2.0	**Customer Reference Contract Description**		
a)	Customer Reference Contract start and completion date (month/year)		
b)	Total billed amount ($ Canadian, including taxes) as of the issuance date of this RFP		
c)	Provide an overview of the Customer Reference Contract that demonstrates the Bidder delivered professional services to implement a Dynamics CRM version 2011 (or more recent) solution and that the work delivered by the Bidder, as of the issuance date of this RFP, includes the following deliverables: i. Requirements Definition; ii. Solution Architecture; iii. Detailed Design; iv. Configuration; v. Interfaces to other systems; and vi. If applicable, the automated data migration and reconciliation of structured data.		
d)	Version of Dynamics CRM implemented		
e)	Provide an overview which demonstrates that the Bidder's deliverables under the Customer Reference Contract included automated data migration work and reconciliation of structured data work		

M-2 Bidding Team

a) The Bidder must identify its Bidding Team by providing the name of the Prime Contractor and a list of all sub-contractor organization(s).

b) The Bidder must describe the proposed high-level role and responsibilities of each member of the Bidding Team with respect to fulfilling each of the areas of requirements described in Statement of Work (SOW), including but not limited to:
   i. Dynamics CRM implementation services (Infrastructure Work, Common Component Work, Application Construction Work, and Data Migration, SOW 10-13);
   ii. Organizational Change Management services (SOW 7); and
   iii. Third-Party Software:
      a. Enterprise Planning Tool Software (SOW 8.1);
      b. Rich Text Control Software (SOW 8.2); and
      c. Spelling / Grammar Checking Software (SOW 8.3).

Note: Sub-contractor organizations do not include individual independent contractor resources proposed to fulfill Contractor Project Management Team or Contractor Work Team roles.

4. Mandatory Evaluation Criteria – Proposed Approach

M-3 High-level Overview of Bidders Proposed Approach, Contractor Work Plan and Contractor Schedule

The Bidder must provide:

a) a high level overview of its proposed approach, and

b) an associated high level Contractor Work Plan (CWP) and Contractor Schedule (CS) (as set out in SOW section 6.5 b)

to deliver the Contractor's Scope of Work as summarized in SOW section 5 and further defined in SOW sections 6 to 14 (i.e. excluding Agency wide roll-out of the Enterprise Planning Tool) and accomplish implementation of STTR System Release #1 by September 2019.

OSFI has provided an STTR Project Overview in section 3 of the SOW describing its envisioned approach to the STTR Project including the STTR System Implementation Strategy and Roadmap (SOW section 3.2). As stipulated in SOW section 5.2, STTR System Release #1 must be implemented by September 2019 to coincide with OSFI's annual planning cycle. The Bidder's proposed CWP and CS may reflect recommended approaches which, based on the Bidder's methodologies and experience, will improve on OSFI's envisioned approach and mitigate specific risks associated with a COTS technology enabled business transformation initiative of this nature.

Note: Refer to point-rated criteria #R-3 for additional point-rated evaluation criteria associated with this requirement M-3.

M-4 Detailed Work Plan for TA#1 Contractor Onboarding

The Bidder must provide a Detailed Work Plan for TA#1. The Work Plan must reflect the tasks and activities the Bidder proposes to undertake following Contract award to initiate service under the Contract and conduct the activities necessary to complete the detailed planning for the Work that will follow in accordance with the requirements set-out in section 9 of Annex A, SOW and in accordance with the firm fixed cost specified in the Bidder's Financial Proposal for TA#1.

Note: Refer to point-rated criteria #R-4 for additional point-rated evaluation criteria associated with this requirement M-4.

M-5 Detailed Work Plan for Development of the Infrastructure Design

The Bidder must provide a Detailed Work Plan for the development of the Infrastructure Design as set-out in section 10.1 of Annex A, SOW. The Work Plan must reflect the firm fixed cost specified for development of the Infrastructure Design in the Bidder's Financial Proposal.

Note: Refer to point-rated criteria #R-5 for additional point-rated evaluation criteria associated with this requirement M-5.

M-6 Detailed Work Plan for Definition Phase Work (STTR System Release 1 – 7)

The Bidder must provide a Detailed Work Plan for the Definition Phase for each System Development (SD) Release of the STTR System (1-7). The Work Plan must include the tasks and activities the Bidder proposes to undertake to elaborate the requirements and develop the design for each Release of the STTR System as set-out in section 12.2 of Annex A, SOW.

The Work Plan must reflect the firm fixed cost specified for Definition Phase work associated with Releases 1 – 7 in the Bidder's Financial Proposal. The Level of Effort and associated cost may differ by STTR System Release (1-7) although the approach activities and deliverables are the same regardless of Release.

Note: Refer to point-rated criteria #R-6 for additional point-rated evaluation criteria associated with this requirement M-6.

M-7 Detailed Work Plan for Definition Phase Work (Data Migration)

The Bidder must provide a Detailed Work Plan for the Definition Phase Work for Data Migration. The Work Plan must include the tasks and activities the Bidder proposes to undertake to develop the detailed strategy for Data migration and reconciliation of each DM Release (1 and 2) as set-out in section 13.1 of Annex A, SOW.

The Work Plan must reflect the firm fixed cost specified for Definition Phase Work for Data Migration in the Bidder's Financial Proposal. The LOE of effort and associated cost may differ by DM Release (1-2) although the approach activities and deliverables are the same regardless of Release.

Note: Refer to point-rated criteria #R-7 for additional point-rated evaluation criteria associated with this requirement M-7.

5. Mandatory Evaluation Criteria – Contractor Organization and Proposed Resources

M-8 Contractor Governance Structure

The Bidder must provide a high level description detailing how it proposes to organize itself to manage and deliver the requirements set-out in the Statement of Work (SOW). The Bidder's response must include:

a) A Project Organization chart depicting its proposed Contractor Governance Structure as stipulated in SOW 6.1.1. The organization chart should clearly identify key positions; the positions which are designated to interface between the Contractor's organization and OSFI's Governance Structure; and the name of individuals proposed to fulfill such positions during the Contract.

b) A description of the governance model the Bidder proposes to use to manage the Work to be delivered under the Contract, including the Work performed by its sub-contractors. The proposed model should address the Bidder's internal processes for managing escalation and resolution of issues and disputes between the Bidder and its sub-contractors, as well as between the Bidder and Canada.

M-9 Contractor Project Management Team

Using the Resource Job Categories set out under Section 6 of the SOW and Attachment 3 of the SOW, the Bidder must propose a dedicated Contractor Project Management Team to deliver the Contract Management Work described under section 6 of the attached SOW for the initial 12 month period of the Contract. The Bidder's response must include, but not be limited to:

a) Identification of the individual proposed to fulfill the role of Contractor PM (Note: The Contractor PM will be further evaluated in M-10 below);
b) The number of resources under its proposed Contractor Project Management Team, broken down by Resource Job Category;
c) The associated percentage of each proposed resources time that will be dedicated to the Contractor Project Management Team; and
d) A brief description of the role that each proposed resource will provide as part of the Contractor Project Management Team.

Note: The proposed Contractor Project Management Team must reflect the firm monthly fee, for the initial twelve months of the contract, as specified in the Bidder's Financial Proposal. Subsequent TA(s) will be issued for ongoing Project Management work.

M-10 Contractor Work Team

As stated in the SOW, the composition of the Contractor Work Team, and the level of effort associated with each resource for each associated TA, will be at the discretion of the Contractor and Canada and may differ during the performance of each specific TA under the Contract (Refer to SOW article 6.1.2 for additional details regarding the Contractor Delivery Team requirements.)The Bidder must propose a qualified resource to fulfill each of the following Contractor Work Team roles as set out in SOW 6.1.2 and 6.2:

i. Contractor Project Manager;
ii. OCM Specialist;
iii. Solution / Application Architect;
iv. Information Architect;
v. Dynamics CRM Development Specialist;
vi. SharePoint Development Specialist;

vii. User Experience Specialist; and
viii. Business Analyst (BA Lead).

Notes:
1) When responding to M-10, the Bidder should fully complete the tables below (as applicable) for each of the eight proposed resources. Résumés are not required for the proposed resources.
2) The Bidder must propose one resource to fulfill each role, if more than one resource is proposed to fulfill a single role, Canada will only evaluate the first proposed resource in the order in which they are set out in the Bid.
3) The Bidder is requested to include complete Customer Reference Project information as indicated in the table. Canada reserves the right to request Customer Reference Project contact information, at any time during the evaluation process, for the purposes of verification in accordance with the process set out under section 4.5 of PART 4 of this RFP.
4) If more than one resource is proposed to fulfill a Contractor Work Team role, Canada will only evaluate the first resource in the order in which they are set out in the Bid.

M-10.1 Contractor Project Manager

M-10.1 Proposed Contractor Project Manager		Bidder to insert name of proposed Resource	
		Bidder's Response	
Criteria	**Mandatory Requirement**	**Substantiation of Technical compliance**	**Reference to applicable additional supporting documentation within the Bidder's Bid.**
M-10.1.1	The Bidder must provide two Customer Reference Projects which demonstrate that the proposed Contractor PM resource managed and delivered an enterprise-wide IM/IT business transformation project utilizing one or more COTS products. For each Customer Reference Project to be considered: i. The Customer Reference Project must have had a minimum budget of $5,000,000. (Canadian including taxes); ii. The Customer Reference Project must have been under the direct management of the proposed Contractor Project Manager resource; and iii. The proposed Contractor Project Manager resource must have provided the project management services to the Customer Reference Project for a minimum duration of twelve months within the six years		

M-10.1 Proposed Contractor Project Manager		Bidder to insert name of proposed Resource	
Criteria	Mandatory Requirement	Bidder's Response	
		Substantiation of Technical compliance	Reference to applicable additional supporting documentation within the Bidder's Bid.
	preceding the issuance date of this RFP.		

M-10.2 OCM Specialist

M-10.2 Proposed OCM Specialist		Bidder to insert name of proposed Resource	
Criteria	Mandatory Requirement	Bidder's Response	
		Substantiation of Technical compliance	Reference to applicable additional supporting documentation within the Bidder's Bid.
M-10.2.1	The Bidder must provide two Customer Reference Projects where the proposed OCM Specialist resource provided professional services to develop the Organizational Change Management (OCM) strategy and plan, and execute OCM activities to support an IT-enabled business transformation initiative. For each Customer Reference Project to be considered: i. The OCM program component of the overall Customer Reference Project budget must have been a minimum of $1,000,000. (Canadian including taxes); and ii. The proposed OCM Specialist resource must have provided the OCM services under the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this RFP.		

M-10.3 Solution / Application Architect

M-10.3 Proposed Solution / Application Architect		Bidder to insert name of proposed Resource	
		Bidder's Response	
Criteria	Mandatory Requirement	Substantiation of Technical compliance	Reference to applicable additional supporting documentation within the Bidder's Bid.
M-10.3.1	The Bidder must provide two Customer Reference Projects which demonstrate that the proposed Solution / Application Architect resource developed the logical and physical architecture for an enterprise-wide Dynamics CRM version 2011 (or more recent) implementation For each Customer Reference Project to be considered: i. The logical and physical architecture included traceability from the Business Requirements and Non-Functional Requirements to the Solution Architecture; ii. The system development component of the overall Customer Reference Project budget must have been a minimum of $2,000,000. (Canadian including taxes); and iii. The proposed Solution / Application Architect resource must have provided the architecture services to the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this RFP.		

M-10.4 Information Architect

M-10.4 Proposed Information Architect		Bidder to insert name of proposed Resource	
		Bidder's Response	
Criteria	**Mandatory Requirement**	**Substantiation of Technical compliance**	**Reference to applicable additional supporting documentation within the Bidder's Bid.**
M-10.4.1	The Bidder must provide two Customer Reference Projects which demonstrate that the proposed Information Architect resource developed the logical and physical architecture for an enterprise-wide Dynamics CRM version 2011 (or more recent) implementation For each Customer Reference Project to be considered: i. Modeled data entities included traceability back to documented requirements; ii. The system development component of the overall Customer Reference Project budget must have been a minimum of $2,000,000. (Canadian including taxes); and iii. The proposed Information Architect resource must have provided the architecture services to the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this RFP.		

M-10.5 Dynamics CRM Development Specialist

<table>
<tr><th colspan="2">M-10.5 Proposed CRM Development Specialist</th><td colspan="2">Bidder to insert name of proposed Resource</td></tr>
<tr><th rowspan="2">Criteria</th><th rowspan="2">Mandatory Requirement</th><th colspan="2">Bidder’s Response</th></tr>
<tr><th>Substantiation of Technical compliance</th><th>Reference to applicable additional supporting documentation within the Bidder’s Bid.</th></tr>
<tr><td>M-10.5.1</td><td>The Bidder must provide two Customer Reference Projects which demonstrate that the proposed CRM Development Specialist resource led a development team (of three or more resources) to prototype, configure and implement Dynamics CRM version 2011 (or more recent) used as a rapid application development platform to develop business applications that integrate with each of the following technologies or products:

a) SharePoint version 2013 (or more recent) for document management or collaboration;
b) Web services; and
c) Non-Dynamics CRM managed SQL Server databases.

For each Customer Reference Project to be considered:

i. The system development component of the overall Customer Reference Project budget must have been a minimum of $2,000,000. (Canadian including taxes); and

ii. The proposed CRM Development Specialist resource must have provided the development services to the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this RFP.</td><td></td><td></td></tr>
</table>

M-10.6 SharePoint Development Specialist

M-10.6 Proposed SharePoint Development Specialist		Bidder to insert name of proposed Resource	
Criteria	Mandatory Requirement	Bidder's Response	
		Substantiation of Technical compliance	Reference to applicable additional supporting documentation within the Bidder's Bid.
M-10.6.1	The Bidder must provide two Customer Reference Projects which demonstrate that the proposed SharePoint Development Specialist resource led a development team (of three or more resources) to prototype, configure and implement SharePoint version 2013 (or more recent) used as a rapid application development platform to develop business applications that integrate with each of the following technologies or products: a) Dynamics CRM (version 2011 or more recent); b) Web services; and c) Non-SharePoint managed SQL Server databases. For each Customer Reference Project to be considered: i. The system development component of the overall Customer Reference Project budget must have been a minimum of $2,000,000. (Canadian including taxes); and ii. The proposed SharePoint Development Specialist resource must have provided the development services to the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this RFP.		

M-10.7 User Experience (UX) Specialist

<table>
<tr><th colspan="2">M-10.7 Proposed User Experience Specialist</th><td colspan="2">Bidder to insert name of proposed Resource</td></tr>
<tr><th rowspan="2">Criteria</th><th rowspan="2">Mandatory Requirement</th><th colspan="2">Bidder’s Response</th></tr>
<tr><th>Substantiation of Technical compliance</th><th>Reference to applicable additional supporting documentation within the Bidder’s Bid.</th></tr>
<tr><td>M-10.7.1</td><td>The Bidder must provide two Customer Reference Projects which demonstrate that the proposed User Experience (UX) Specialist resource applied UX design principles, methodologies and tools to improve the organization of information and the intuitiveness of web experiences and interactions and ensure that the resulting business solution provides a positive user experience for a variety of end-user classes / types in support of an enterprise-wide IM/IT system implementation initiative.:

For each Customer Reference Project to be considered:

i. The system development component of the overall Customer Reference Project budget must have been a minimum of $2,000,000. (Canadian including taxes); and

ii. The proposed UX Specialist resource must have provided the UX services to the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this RFP.</td><td></td><td></td></tr>
</table>

M-10.8 Business Analyst (BA Lead)

M-10.8 Proposed Business Analyst (BA Lead)		Bidder to insert name of proposed Resource	
		Bidder's Response	
Criteria	**Mandatory Requirement**	**Substantiation of Technical compliance**	**Reference to applicable additional supporting documentation within the Bidder's Bid.**
M-10.8.1	The Bidder must provide two Customer Reference Projects which demonstrate that the proposed BA Lead resource led the Business Analysis team (of three or more resources) to gather and document the detailed business and system requirements and led prototyping sessions in support of an enterprise-wide Dynamics CRM version 2011 (or more recent) implementation initiative. For each Customer Reference Project to be considered: i. The system development component of the overall Customer Reference Project budget must have been a minimum of $2,000,000. (Canadian including taxes); and ii. The proposed BA Lead resource must have provided the BA services to the Customer Reference Project for a minimum duration of twelve months within the six years preceding the issuance date of this RFP.		

6. Mandatory Evaluation Criteria – Proposed 3rd Party Software

M-11 Proposed Enterprise Planning Tool Software

Using the Readiness Criteria (definitions) set out in the following table and the Mandatory Response Table #1 and Point-Rated Response Table #2 contained in Attachment 1, the Bidder should include in its Bid, a self-assessment of the Readiness of its proposed Enterprise Planning Tool third-party software product to meet each of the Mandatory and Point-Rated Requirements listed under column B of Table # 1 and Table #2 respectively. For each Functional Requirement listed under Column B of Table 1, the Bidder should insert under column E (Readiness Assessment Score (0-4)) of Table #1 and Table #2 (as applicable), its associated self-assessed Readiness Level Score of 0, 1, 2, 3 or 4.

Readiness Level	Readiness Criteria (definitions)
4	A. The proposed software product will fulfill the stated Functional Requirement upon installation with **no change** required; or B. The proposed software product will fulfill the stated Functional Requirement with **only configuration changes** required to reflect organizational features that do not change the basic functionality of the product required, where: a) The required configuration change(s) is made using the administrative interface provided by the proposed software; b) The required configuration change(s) can be completed by a GC Business User that has taken appropriate Vendor recommended non-technical training course; c) The configuration activities are limited to the following types of changes or modifications to the proposed software: i. Changes to labels, such as field names, button names, window names and menu item names; ii. Changes to code table values, such as activity names, organization names and request types; iii. Field additions and deletions on pre-existing windows; iv. Changes, additions and/or deletions to field edits; or v. Business rule changes that can be implemented in a single statement; d) The required configuration activities do not include the following types of changes to the proposed software: i. Application code changes; or ii. Business rule changes beyond changes and/or additions to simple business rules; and e) The required configuration change(s) is accomplished through the following types of activities or actions: i. Administrator selectable option; ii. Clicking a button or a link; iii. Launching a task or a service; iv. Changing a configuration file; v. Running a Wizard; or vi. Filling out a form in an administration GUI.

Readiness Level	Readiness Criteria (definitions)
3	The proposed software product will fulfill the stated Functional Requirement with **tailoring changes**, where: a) The required tailoring change(s) is made using the administrative interface provided by the proposed software; b) The required tailoring change(s) requires the application of technical knowledge and skill that can be completed by a GC technical resource that has taken an appropriate Vendor recommended technical training course; c) The tailoring activities are <u>limited to</u> the following types of changes or modifications to the proposed software: i. Modifications to Aliases; ii. Modifications to Headers and Footers; iii. Modifications to Macros, Agents, Buttons and Links; iv. Business rule changes and/or minor application code changes; v. Work flow changes; vi. Code table additions; vii. Additions, changes and/or deletions of columns to pre-existing tables; viii. Business rule changes and/or minor application code changes to utilize these table changes on pre-existing windows, and ix. Changes to menu and/or window navigation. d) The level of effort required to complete the required tailoring change(s) does not exceed one (1) day (where a day is defined as maximum 7.5 hours).
2	The proposed software product will fulfill the stated Functional Requirement with **tailoring changes**, where: a) The required configuration change(s) is made using the administrative interface provided by the proposed software; b) The required configuration change(s) requires the application of technical knowledge and skill that can be completed by a GC technical resource that has taken an appropriate Vendor recommended technical training course; c) The tailoring activities are <u>limited to</u> the following types of changes or modifications to the proposed software: i. Modifications to Aliases; ii. Modifications to Headers and Footers; iii. Modifications to Macros, Agents, Buttons and Links; iv. Business rule changes and/or minor application code changes; v. Work flow changes; vi. Code table additions; vii. Additions, changes and/or deletions of columns to pre-existing tables; viii. Business rule changes and/or minor application code changes to utilize these table changes on pre-existing windows, and ix. Changes to menu and/or window navigation. d) The level of effort required to complete the required tailoring change(s) does not exceed five (5) days (where a day is defined as maximum 7.5 hours).

Readiness Level	Readiness Criteria (definitions)
1	The proposed software product will fulfill the stated Functional Requirement with changes, where: a) The required change(s) must be made outside of the administrative interface provided by the proposed software; or b) The required configuration change(s) is made using the administrative interface provided by the proposed software and, the level of effort required to complete the required change(s), including configuration and tailoring changes as defined above, exceeds five (5) days (where a day is defined as maximum 7.5 hours).
0	A. The proposed software product does not provide the desired Functionality; or B. The required change(s) to the third party software (to deliver the mandatory or desired functionality) does not have a Vendor supported upgrade path that will apply the changes across the STTR System solution in an automated fashion during subsequent upgrade of the proposed third party software or the STTR Core Solution (i.e. Dynamics CRM and SharePoint).

Notes: (1) "Level of Effort" includes the effort to complete the required change as well as testing and certification of the proposed change(s). (2) If the Bidder does not provide a readiness assessment for any or all Functional Requirements, Canada will assume that the applicable Functional Requirement is met at a Readiness Level 0 and evaluate the requirements accordingly. (3) If the Bidder's self-assessment cannot be verified the evaluation team will re-evaluate and score the Functional Requirement based using the information provided.

M-11 Proposed Enterprise Planning Tool Software			
Criteria	**Mandatory Requirement**	**Bidder's Response**	
		Substantiation of Technical compliance	**Reference to applicable additional supporting documentation within the Bidder's Bid.**
M-11.1	a) The Bidder must identify the third party Enterprise Planning Tool software product, including the currently available version number, proposed to meet the Functional Requirements set out in Attachment 4, Enterprise Planning Tool software Functional Requirements (FRs), to the SOW. b) The Bidder must respond to each of the Mandatory FRs for the Enterprise Planning Tool software using the Software Response Table #1 contained in Attachment 1 to this document. c) In addition, the Bidder should assess the readiness of the proposed third party Enterprise Planning Tool software [in accordance with the Readiness Criteria (Definitions) above] to meet each of the mandatory FRs contained in Software Response Table #1. **Note:** Refer to Point-rated criteria #R-9 for additional point-rated criteria associated with the Enterprise Planning Tool software High Priority and Lower Priority FRs.		
M-11.2	The Bidder must confirm that the proposed Enterprise Planning Tool software product complies with the Non-Functional Requirements set out in in Attachment 2, Non-Functional Requirements, to the SOW.	Bidder to indicate as compliant or non-compliant.	
M-11.3	The Bidder must confirm that any change to the third party Enterprise Planning Tool software, proposed by the Bidder to deliver the mandatory or desired functionality, must have a Vendor supported upgrade path that will apply the changes across the STTR System in an automated fashion during subsequent upgrade of the proposed Enterprise Planning Tool third party software or upgrade of the STTR Core Solution (i.e. Dynamics CRM and SharePoint).	Bidder to indicate as compliant or non-compliant.	

M-12 Proposed Rich Text Control Software

M-12 Proposed Rich Text Control Software			
Criteria	Mandatory Requirement	Bidder's Response	
		Substantiation of Technical compliance	Reference to applicable additional supporting documentation within the Bidder's Bid.
M-12.1	a) The Bidder must identify the third party Rich Text Control software product, including the currently available version number, proposed to meet the Functional Requirements set out in Attachment 5, Rich Text Control Tool Functional Requirements (FRs), to the SOW. b) The Bidder must respond to each of the Mandatory FRs for the Rich Text Control software using the Software Response Table #3 contained in Attachment 1 to this document. **Note:** Refer to Point-rated criteria #R-10 for additional point-rated criteria associated with the Rich Text Control software High Priority and Lower Priority FRs.		
M-12.2	The Bidder must confirm that the proposed Rich Text Control software product complies with the Non-Functional Requirements set out in in Attachment 2, Non-Functional Requirements, to the SOW.	Bidder to indicate as compliant or non-compliant.	
M-12.3	Any change to the Rich Text Control third party software, proposed by the Bidder to deliver the mandatory or desired functionality, must have a Vendor supported upgrade path that will apply the changes across the STTR System solution in an automated fashion during subsequent upgrade of the proposed Rich Text Control third party software or upgrade of the STTR Core Solution (i.e. Dynamics CRM and SharePoint).	Bidder to indicate as compliant or non-compliant.	

M-13 Proposed Spelling / Grammar Checking Software

M-13 Proposed Spelling / Grammar Checking Software			
		Bidder's Response	
Criteria	Mandatory Requirement	Substantiation of Technical compliance	Reference to applicable additional supporting documentation within the Bidder's Bid.
M-13.1	a) The Bidder must identify the third party Spelling / Grammar Checking software product, including the currently available version number, proposed to meet the Functional Requirements set out in Attachment 6, Spelling / Grammar Checking Software Functional Requirements (FRs), to the SOW. b) The Bidder must respond to each of the Mandatory FRs for the Spelling / Grammar Checking Software using the Software Response Table #5 contained in Attachment 1 to this document. **Note:** Refer to Point-rated criteria #R-11 for additional point-rated criteria associated with the Spelling / Grammar Checking software High Priority and Lower Priority FRs.		
M-13.2	The Bidder must confirm that the proposed Spelling / Grammar Checking software product complies with the Non-Functional Requirements set out in in Attachment 2, Non-Functional Requirements, to the SOW.	Bidder to indicate as compliant or non-compliant.	
M-13.3	Any change to the third party software, proposed by the Bidder to deliver the mandatory or desired functionality, must have a Vendor supported upgrade path that will apply the changes across the STTR System solution in an automated fashion during subsequent upgrade of the proposed Spelling / Grammar Checking third party software or upgrade of the STTR Core Solution (i.e. Dynamics CRM and SharePoint).	Bidder to indicate as compliant or non-compliant.	

7. Point-Rated Evaluation Criteria – Corporate Qualifications

R-1 Customer Reference Contracts

The Bidder should demonstrate that each of the three Customer Reference Contracts (provided in response to mandatory criteria #M-1 Corporate Experience, Dynamics CRM Solution Implementation) meets the point-rated criteria identified in the table below.

Evaluation Criteria: Each of the three Customer Reference Contracts will be scored separately. The Bidder will be awarded up to 100 points for each Customer Reference Contract, with points awarded for each criteria demonstrated, as set-out below.

Client Organization Name :		Bidder to insert name of Client Organization from M-1	
Item #	**Point Rated Requirement**	**Max Points**	**Evaluation Criteria**
R-1.1	The Bidder's Customer Reference Contract's project delivery team (resources) were co-located on-site at the client's location in Toronto or Ottawa.	**10**	• Yes = 10 pts. • No = 0 pts.
R-1.2	The work delivered by the Bidder under the Customer Reference Contract included integration of Dynamics CRM with SharePoint.	**20**	• Yes = 20 pts. • No = 0 pts.
R-1.3	The work delivered by the Bidder under the Customer Reference Contract included the provision of Organizational Change Management services.	**20**	• Yes = 20 pts. • No = 0 pts.
R-1.4	The work delivered by the Bidder under the Customer Reference Contract included Data Migration services.	**10**	• Yes = 10 pts. • No = 0 pts.
R-1.5	The work delivered by the Bidder under the Customer Reference Contract included deployment of an external Portal as part of the solution.	**10**	• Yes = 10 pts. • No = 0 pts.
R-1.6	The Dynamics CRM solution implemented by the Bidder under the Customer Reference Contract provided case management functionality.	**10**	• Yes = 10 pts. • No = 0 pts.
R-1.7	The Dynamics CRM solution implemented by the Bidder under the Customer Reference Contract provided risk management functionality.	**10**	• Yes = 10 pts. • No = 0 pts.
R-1.8	As of the issuance date of this RFP, the Bidder billed for work under the Customer	**10**	• $0.00 to $2M = 0 pts. • Over $2M to less than $5M = 5 pts. • Over $5M = 10 pts.

Client Organization Name :		Bidder to insert name of Client Organization from M-1	
Item #	**Point Rated Requirement**	**Max Points**	**Evaluation Criteria**
	Reference Contract (in Canadian dollars, including taxes).		
Maximum points per Customer Reference Contract		**100**	
Total Maximum Points (3 Customer Reference Contracts)		**300**	

R-2 Microsoft Certified Partner

The Bidder should demonstrate that it is a Microsoft Partner with Competency in CRM (Silver or Gold Level).

Evaluation Criteria: The Bidder will be awarded up to **100 points** for evidence of valid Partner status as follows:

- **100 points** – Gold Level status
- **70 points** – Silver Level status
- **0 points** – not demonstrated

8. Point-Rated Evaluation Criteria – Proposed Approach

R-3 High-level Overview of Bidder's Proposed Approach, Contractor Work Plan and Contractor Schedule

Evaluation Criteria: The Bidder's response to mandatory criteria #M-3, High-level Overview of Bidders Proposed Approach, Contractor Work Plan and Contractor Schedule, will be further evaluated and the Bidder will be awarded up to **150 points** as follows:

R-3 High-level Overview of Bidder's proposed Approach and Contractor Work Plan and Contractor Schedule		
'A'	'B'	'C'
Point-rated Criteria	**Max. Points**	**Evaluation Criteria**
a) High-level overview of Bidder's Proposed Approach The Bidder's proposed approach provided in response to criteria M-3 should include a narrative description of the approach that the Bidder proposes to utilize to deliver the Work under the resulting Contract including, at a minimum, the Work associated with: i. Development of the Infrastructure Design for the STTR System (as set-out in SOW section 10.1); ii. Completion of the Application Construction Definition Phase and Development and Configuration Phase Work for STTR System Releases 1-7 (as set-out in SOW sections 12.2 and 12.3 respectively) including the implementation of Release #1 by September 2019; iii. Completion of the Data Migration Definition Phase and Migrate Data Phase Work (as set-out in SOW sections 13.1 and 13.2 respectively); iv. Support of OSFI's STTR Project Organizational Change Management program (as set-out in SOW section 7.1 a); and v. Provision of a third-party COTS Enterprise Planning software tool (as set-out in SOW section 8.1). The Bidder's response should also include a high level overview of the	**75**	Up to 75 points as follows: • **75 points – Excellent.** The Bidder's response: a) Addresses each item of the criteria in column 'A', paragraph a) of this table; b) Demonstrates that the proposed approach meets the minimum requirements stipulated in sections 10.1, 12.2, 12.3, 13.1, 13.2 and 7.1 a) of the SOW and implements STTR System Release #1 by September 2019; c) Provides details of the proposed approach including tasks, activities and deliverables which are based on lessons learned, established methodologies, and best practices; and d) Adds value by proposing a solution which improves or enhances OSFI's envisioned approach while still achieving or facilitating the stated objectives for the STTR Project as described in sections 3 and 4 and Attachments 1 – 7 of the SOW. • **60 points – Very good.** The Bidder's response: a) Addresses each item of the criteria in column 'A', paragraph a) of this table;

R-3 High-level Overview of Bidder's proposed Approach and Contractor Work Plan and Contractor Schedule		
'A'	'B'	'C'
Point-rated Criteria	**Max. Points**	**Evaluation Criteria**
proposed software product including an explanation of the Bidder's rationale for selecting and proposing the particular software product.		b) Demonstrates that the proposed approach meets the minimum requirements stipulated in sections 10.1, 12.2, 12.3, 13.1, 13.2 and 7.1 a) of the SOW and implements STTR System Release #1 by September 2019; and c) Provides details of the proposed approach including tasks, activities and deliverables which are based on lessons learned, established methodologies, and best practices. • **45 points – Acceptable.** The Bidder's response: a) Addresses each item of the criteria in column 'A', paragraph a) of this table; b) Demonstrates that the proposed approach meets the minimum requirements stipulated in sections 10.1, 12.2, 12.3, 13.1, 13.2 and 7.1 a) of the SOW and implements STTR System Release #1 by September 2019; and c) Provides details of the proposed approach including tasks, activities and deliverables. • **0 points – Unacceptable.** The Bidder's response does not address the stated point-rated criteria in in column 'A', paragraph a) of this table.
b) Contractor Work Plan and Contractor Schedule (CWP & CS)	**75**	Up to 75 points as follows:

R-3 High-level Overview of Bidder's proposed Approach and Contractor Work Plan and Contractor Schedule		
'A'	'B'	'C'
Point-rated Criteria	**Max. Points**	**Evaluation Criteria**
The Bidder's CWP and CS proposed in response to criteria M-3 should be provided in Microsoft Project format and show the overall schedule and clearly identify the tasks, milestones, deliverables, interdependencies and critical path to deliver the Work under the resulting Contract including, at a minimum, the Work associated with: i. Development of the Infrastructure Design for the STTR System (as set-out in SOW section 10.1); ii. Completion of the Application Construction Definition Phase and Development and Configuration Phase Work for STTR System Releases 1-7 (as set-out in SOW sections 12.2 and 12.3 respectively) including the implementation of Release #1 by September 2019; iii. Completion of the Data Migration Definition Phase and Migrate Data Phase Work (as set-out in SOW sections 13.1 and 13.2 respectively); iv. Support of OSFI's STTR Project Organizational Change Management program (as set-out in SOW section 7.1 a); and v. Provision of a third-party COTS Enterprise Planning software tool (as set-out in SOW section 8.1). The Bidder's response should also include a high level overview of the proposed software product including an explanation of the Bidder's rationale for selecting and proposing the particular software product. **Notes:** (1) For the purposes of this requirement, the Bidder should assume a minimum of ten days is required to obtain STTR PM Approval, decisions and/or feedback for each milestone		• **75 points – Excellent.** The Bidder's response: a) Addresses each item of the criteria in column 'A', paragraph b) of this table; b) Demonstrates that the proposed CWP and CS meets the minimum requirements stipulated in sections 10.1, 12.2, 12.3, 13.1, 13.2 and 7.1 a) of the SOW and implements STTR System Release #1 by September 2019; c) Provides a proposed CWP and CS that identifies detailed tasks, activities and deliverables which are based on lessons learned, established methodologies, and best practices; and d) Adds value by proposing a CWP and CS which improves or enhances OSFI's envisioned approach while still achieving or facilitating the stated objectives for the STTR Project as described in sections 3 and 4 and Attachments 1 – 7 of the SOW. • **60 points – Very good.** The Bidder's response: a) Addresses each item of the criteria in column 'A', paragraph b) of this table; b) Demonstrates that the proposed CWP and CS meets the minimum requirements stipulated in sections 10.1, 12.2, 12.3, 13.1, 13.2 and 7.1 a) of the SOW and implements STTR System Release #1 by September 2019; and c) Provides a proposed CWP and CS that identifies detailed tasks, activities and deliverables which are

R-3 High-level Overview of Bidder's proposed Approach and Contractor Work Plan and Contractor Schedule		
'A'	'B'	'C'
Point-rated Criteria	**Max. Points**	**Evaluation Criteria**
deliverable, plus a minimum of five additional days for STTR PM Approval, decisions and/or feedback for each iteration of a revised deliverable. (2) This CWP and CS will be updated with further detail and finalized as a deliverable of TA #1 in accordance with SOW section 9.6.		based on lessons learned, established methodologies, and best practices. • **45 points – Acceptable.** The Bidder's response: a) Addresses each item of the criteria in column 'A', paragraph b) of this table; b) Demonstrates that the proposed CWP and CS meets the minimum requirements stipulated in sections 10.1, 12.2, 12.3, 13.1, 13.2 and 7.1 a) of the SOW and implements STTR System Release #1 by September 2019; and c) Provides a proposed CWP and CS that identifies detailed tasks, activities and deliverables. • **0 points – Unacceptable.** The Bidder's response does not address the stated point-rated criteria in in column 'A', paragraph b) of this table.
Total	**150**	

R-4 Detailed Work Plan for TA#1 Contractor Onboarding

Evaluation Criteria: The Bidder's response to mandatory criteria #M-4, Detailed Work Plan for TA#1, will be further evaluated and the Bidder will be awarded up to **100 points** as follows:

R-4 Detailed Work Plan for TA#1 Contractor Onboarding		
'A'	**'B'**	**'C'**
Point-rated Criteria	**Max. Points**	**Evaluation Criteria**
a) Detailed Work Plan for TA#1 Contractor Onboarding The Bidder's proposed Detailed Work Plan for TA#1 provided in response to criteria M-4 should include, at a minimum, the following: i. A narrative description of the approach that the Bidder proposes to utilize to initiate the Work under the Contract and develop a mutually acceptable detailed Contractor Work Plan and Contractor Schedule for the Work (as set-out in SOW section 6.5). Note: It is suggested that this narrative description does not exceed 4 pages. ; ii. A Work Breakdown Structure (WBS), to a minimum of three levels*, which identifies the tasks and activities the Bidder proposes to conduct to complete each deliverable (as set-out in SOW section 9); iii. A Proposed schedule, in Microsoft Project, including milestones and interdependencies; iv. A Resource plan which details the Bidder's personnel required to complete the deliverables, including the level of effort (LOE) (in days) by individual resource. The resource plan must clearly identify the proposed LOE of Contractor Delivery Team resources and Contractor Project Management Team resources (proposed in response to requirements #M-10 and #M-9 respectively) versus other additional resources the Bidder deems necessary to complete TA#1; and	**100**	Up to 100 points as follows: • **100 points – Excellent.** The Bidder's response: a) Addresses each item of the criteria in column 'A', paragraph a) of this table; b) Demonstrates that the proposed Work Plan for TA#1 meets the minimum requirements stipulated in sections 9.1 – 9.6 of the SOW and completes the Contractor Onboarding activities (i.e. TA#1) within three months of Contract Award; c) Provides details of the proposed approach, WBS, schedule and resource plan which are based on lessons learned, established methodologies, and best practices; and d) Adds value by proposing a solution which improves or enhances OSFI's envisioned approach while still achieving or facilitating the stated objectives for the STTR Project as described in sections 3 and 4 and Attachments 1 – 7 of the SOW. • **80 points – Very good.** The Bidder's response: a) Addresses each item of the criteria in column 'A', paragraph a) of this table;

R-4 Detailed Work Plan for TA#1 Contractor Onboarding		
‘A’	‘B’	‘C’
Point-rated Criteria	**Max. Points**	**Evaluation Criteria**
v. Dependencies required from OSFI, after Contract award, to enable the delivery of TA#1 (i.e. requirements of Canada to meet the plan, e.g. access to specific OSFI Project staff, additional documentation beyond that listed in SOW 9.1).		b) Demonstrates that the proposed Work Plan for TA#1 meets the minimum requirements stipulated in sections 9.1 – 9.6 of the SOW and completes the Contractor Onboarding activities (i.e. TA#1) within three months of Contract Award; and c) Provides details of the proposed approach, WBS, schedule and resource plan which are based on lessons learned, established methodologies, and best practices. • **60 points – Acceptable.** The Bidder’s response: a) Addresses each item of the criteria in column ‘A’, paragraph a) of this table; b) Demonstrates that the proposed Work Plan for TA#1 meets the minimum requirements stipulated in sections 9.1 – 9.6 of the SOW and completes the Contractor Onboarding activities (i.e. TA#1) within three months of Contract Award; and c) Provides details of the proposed approach, WBS, schedule and resource plan. • **0 points – Unacceptable.** The Bidder’s response does not address the stated point-rated criteria in in column ‘A’, paragraph a) of this table.
Total	**100**	

R-5 Detailed Work Plan for Development of the Infrastructure Design

Evaluation Criteria: The Bidder's response to mandatory criteria #M-5, Detailed Work Plan for development of the Infrastructure Design, will be further evaluated and the Bidder will be awarded up to **50 points** as follows:

R-5 Detailed Work Plan for Development of the Infrastructure Design		
Point-rated Criteria	**Max. Points**	**Evaluation Criteria**
a) Detailed Work Plan for Development of the Infrastructure Design The Bidder's proposed Detailed Work Plan for Development of the Infrastructure Design provided in response to criteria M-5 should include, at a minimum, the following: i. A narrative description of the approach that the Bidder proposes to utilize to conduct the development of the Infrastructure Design to achieve the outcomes in accordance with SOW 10.1 (It is suggested that this narrative description does not exceed 2 pages); ii. A Work Breakdown Structure (WBS) for development of the Infrastructure Design, to a minimum of three levels, which identifies the tasks and activities the Bidder proposes to conduct to complete each deliverable identified in section 10.1 of Annex A, SOW; iii. Proposed schedule for development of the Infrastructure Design, in Microsoft Project, including milestones and interdependencies; iv. A Resource plan which details the Bidder's personnel required to complete the deliverables for development of the Infrastructure Design, including the level of effort (LOE) (in days) by individual resource. The resource plan must clearly identify the proposed LOE of Contractor Delivery Team resources and Contractor Project Management Team resources (proposed in response to requirements #M-10 and #M-9 respectively) versus other additional resources	**50**	Up to 50 points as follows: • **50 points – Excellent.** The Bidder's response: a) Addresses each item of the criteria in column 'A', paragraph a) of this table; b) Demonstrates that the proposed Work Plan for development of the Infrastructure Design meets the minimum requirements stipulated in section 10.1 of the SOW; c) Provides details of the proposed approach, WBS, schedule and resource plan which are based on lessons learned, established methodologies, and best practices; and d) Adds value by proposing a solution which improves or enhances OSFI's envisioned approach while still achieving or facilitating the stated objectives for the STTR Project as described in sections 3 and 4 and Attachments 1 – 7 of the SOW. • **40 points – Very good.** The Bidder's response: a) Addresses each item of the criteria in column 'A', paragraph a) of this table; b) Demonstrates that the proposed Work Plan for development of the Infrastructure Design meets the

R-5 Detailed Work Plan for Development of the Infrastructure Design		
Point-rated Criteria	**Max. Points**	**Evaluation Criteria**
the Bidder deems necessary to complete the development of the Infrastructure Design; and v. Dependencies (i.e. requirements of Canada to meet the plan, e.g. access to specific OSFI Project staff, etc.).		minimum requirements stipulated in section 10.1 of the SOW; and c) Provides details of the proposed approach, WBS, schedule and resource plan which are based on lessons learned, established methodologies, and best practices. • **30 points – Acceptable.** The Bidder's response: a) Addresses each item of the criteria in column 'A', paragraph a) of this table; b) Demonstrates that the proposed Work Plan for development of the Infrastructure Design meets the minimum requirements stipulated in section 10.1 of the SOW; and c) Provides details of the proposed approach, WBS, schedule and resource plan. • **0 points – Unacceptable.** The Bidder's response does not address the stated point-rated criteria in in column 'A', paragraph a) of this table.
Total	**50**	

R-6 Detailed Work Plan for Definition Phase Work (STTR System Release 1 – 7)

Evaluation Criteria: The Bidder's response to mandatory criteria #M-6, Detailed Work Plan for Definition Phase Work (STTR System Release 1 – 7), will be further evaluated and the Bidder will be awarded up to **50 points** as follows:

R-6 Detailed Work Plan for Definition Phase Work (STTR System Release 1 – 7)		
Point-rated Criteria	**Max. Points**	**Evaluation Criteria**
a) Detailed Work Plan for Definition Phase Work (STTR System Release 1 – 7) The Bidder's proposed Detailed Work Plan for the Definition Phase Work (STTR System Release 1 – 7) provided in response to criteria M-6 should include, at a minimum, the following: i. A narrative description of the approach that the Bidder proposes to utilize to conduct the Definition Phase work for each of the Releases to achieve the outcomes in accordance with SOW 12.2 (It is suggested that this narrative description does not exceed 3 pages); ii. A Work Breakdown Structure (WBS), to a minimum of three levels*, which identifies the tasks and activities the Bidder proposes to conduct to complete each deliverable identified in section 12.2 of Annex A, SOW; iii. For each SD Release (1-7): Proposed schedule, in Microsoft Project, including milestones and interdependencies; iv. For each SD Release (1-7): A Resource plan which details the Bidder's personnel required to complete the deliverables, including the level of effort (LOE) (in days) by individual resource. The resource plan must clearly identify the proposed LOE of Contractor Delivery Team resources and Contractor Project Management Team resources (proposed in response to requirements #M-10 and #M-9 respectively) versus other additional resources the Bidder	**50**	Up to 50 points as follows: • **50 points – Excellent.** The Bidder's response: a) Addresses each item of the criteria in column 'A', paragraph a) of this table; b) Demonstrates that the proposed Work Plan for the Definition Phase Work (STTR System Release 1 – 7) meets the minimum requirements stipulated in section 12.2 of the SOW; c) Provides details of the proposed approach, WBS, schedule and resource plan which are based on lessons learned, established methodologies, and best practices; and d) Adds value by proposing a solution which improves or enhances OSFI's envisioned approach while still achieving or facilitating the stated objectives for the STTR Project as described in sections 3 and 4 and Attachments 1 – 7 of the SOW. • **40 points – Very good.** The Bidder's response: a) Addresses each item of the criteria in column 'A', paragraph a) of this table; b) Demonstrates that the proposed Work Plan for the Definition Phase Work (STTR System Release 1 – 7)

R-6 Detailed Work Plan for Definition Phase Work (STTR System Release 1 – 7)		
Point-rated Criteria	**Max. Points**	**Evaluation Criteria**
deems necessary to complete the Definition Phase work associated with each SD Release; and v. Dependencies (i.e. requirements of Canada to meet the plan, e.g. access to specific OSFI Project staff, etc.)		meets the minimum requirements stipulated in section 12.2 of the SOW; and c) Provides details of the proposed approach, WBS, schedule and resource plan which are based on lessons learned, established methodologies, and best practices. • **30 points – Acceptable.** The Bidder's response: a) Addresses each item of the criteria in column 'A', paragraph a) of this table; b) Demonstrates that the proposed Work Plan for the Definition Phase Work (STTR System Release 1 – 7) meets the minimum requirements stipulated in section 12.2 of the SOW; and c) Provides details of the proposed approach, WBS, schedule and resource plan. • **0 points – Unacceptable.** The Bidder's response does not address the stated point-rated criteria in in column 'A', paragraph a) of this table.
Total	**50**	

R-7 Detailed Work Plan for Definition Phase Work (Data Migration)

<u>Evaluation Criteria</u>: The Bidder's response to mandatory criteria #M-7, Detailed Work Plan for Definition Phase Work (Data Migration), will be further evaluated and the Bidder will be awarded up to **50points** as follows:

R-7 Detailed Work Plan for Definition Phase Work (Data Migration)		
Point-rated Criteria	**Max. Points**	**Evaluation Criteria**
a) The Detailed Work Plan for the Definition Phase Work for DM Release 1 should include: i. A narrative description of the approach that the Bidder proposes to utilize to initiate conduct the Definition Phase Work for DM Release 1 to achieve the outcomes in accordance with SOW 13.1 (It is suggested that this narrative description does not exceed 4 pages); ii. A Work Breakdown Structure (WBS) for DM Release 1, to a minimum of three levels, which identifies the tasks and activities the Bidder proposes to conduct to complete each deliverable identified in section 13.1 of Annex A, SOW; iii. Proposed schedule for DM Release 1, in Microsoft Project, including milestones and interdependencies; iv. A Resource plan which details the Bidder's personnel required to complete the deliverables for DM Release 1, including the level of effort (LOE) (in days) by individual resource. The resource plan must clearly identify the proposed LOE of Contractor Delivery Team resources and Contractor Project Management Team resources (proposed in response to requirements #M-10 and #M-9 respectively) versus other additional resources the Bidder deems necessary to complete DM Release 1; and v. Dependencies (i.e. requirements of Canada to meet the plan, e.g. access to specific OSFI Project staff, etc.)	**25**	Up to 25 points as follows: • **25 points – Excellent.** The Bidder's response: a) Addresses each item of the criteria in column 'A', paragraph a) of this table; b) Demonstrates that the proposed Work Plan for Definition Phase Work for DM Release 1 meets the minimum requirements stipulated in section 13.1 of the SOW; c) Provides details of the proposed approach, WBS, schedule and resource plan which are based on lessons learned, established methodologies, and best practices; and d) Adds value by proposing a solution which improves or enhances OSFI's envisioned approach while still achieving or facilitating the stated objectives for the STTR Project as described in sections 3 and 4 and Attachments 1 – 7 of the SOW. • **20 points – Very good.** The Bidder's response: a) Addresses each item of the criteria in column 'A', paragraph a) of this table; b) Demonstrates that the proposed Work Plan for Definition Phase Work for DM Release 1 meets the

R-7 Detailed Work Plan for Definition Phase Work (Data Migration)		
Point-rated Criteria	**Max. Points**	**Evaluation Criteria**
		minimum requirements stipulated in section 13.1 of the SOW; and c) Provides details of the proposed approach, WBS, schedule and resource plan which are based on lessons learned, established methodologies, and best practices. • **15 points – Acceptable.** The Bidder's response: a) Addresses each item of the criteria in column 'A', paragraph a) of this table; b) Demonstrates that the proposed Work Plan for Definition Phase Work for DM Release 1 meets the minimum requirements stipulated in section 13.1 of the SOW; and c) Provides details of the proposed approach, WBS, schedule and resource plan. • **0 points – Unacceptable.** The Bidder's response does not address the stated point-rated criteria in in column 'A', paragraph a) of this table.
b) The Detailed Work Plan for the Definition Phase Work for DM Release 2 should include: i. A narrative description of the approach that the Bidder proposes to utilize to initiate conduct the Definition Phase work for DM Release 2 to achieve the outcomes in accordance with SOW 13.1 (It is suggested that this narrative description does not exceed 4 pages);	**25**	Up to 25 points as follows: • **25 points – Excellent.** The Bidder's response: a) Addresses each item of the criteria in column 'A', paragraph a) of this table; b) Demonstrates that the proposed Work Plan for Definition Phase Work for DM Release 2 meets the

R-7 Detailed Work Plan for Definition Phase Work (Data Migration)		
Point-rated Criteria	**Max. Points**	**Evaluation Criteria**
ii. A Work Breakdown Structure (WBS) for DM Release 1, to a minimum of three levels, which identifies the tasks and activities the Bidder proposes to conduct to complete each deliverable identified in section 13.1 of Annex A, SOW; iii. Proposed schedule for DM Release 2, in Microsoft Project, including milestones and interdependencies; iv. A Resource plan which details the Bidder's personnel required to complete the deliverables for DM Release 2, including the level of effort (LOE) (in days) by individual resource. The resource plan must clearly identify the proposed LOE of Contractor Delivery Team resources and Contractor Project Management Team resources (proposed in response to requirements #M-10 and #M-9 respectively) versus other additional resources the Bidder deems necessary to complete DM Release 2; and v. Dependencies (i.e. requirements of Canada to meet the plan, e.g. access to specific OSFI Project staff, etc.)		minimum requirements stipulated in section 13.1 of the SOW; c) Provides details of the proposed approach, WBS, schedule and resource plan which are based on lessons learned, established methodologies, and best practices; and d) Adds value by proposing a solution which improves or enhances OSFI's envisioned approach while still achieving or facilitating the stated objectives for the STTR Project as described in sections 3 and 4 and Attachments 1 – 7 of the SOW. • **20 points – Very good.** The Bidder's response: a) Addresses each item of the criteria in column 'A', paragraph a) of this table; b) Demonstrates that the proposed Work Plan for Definition Phase Work for DM Release 2 meets the minimum requirements stipulated in section 13.1 of the SOW; and c) Provides details of the proposed approach, WBS, schedule and resource plan which are based on lessons learned, established methodologies, and best practices. • **15 points – Acceptable.** The Bidder's response: a) Addresses each item of the criteria in column 'A', paragraph a) of this table;

R-7 Detailed Work Plan for Definition Phase Work (Data Migration)		
Point-rated Criteria	**Max. Points**	**Evaluation Criteria**
		b) Demonstrates that the proposed Work Plan for Definition Phase Work for DM Release 2 meets the minimum requirements stipulated in section 13.1 of the SOW; and c) Provides details of the proposed approach, WBS, schedule and resource plan. • **0 points – Unacceptable.** The Bidder's response does not address the stated point-rated criteria in in column 'A', paragraph a) of this table.
Total	**50**	

9. Point-Rated Evaluation Criteria – Proposed Resources

The Bidder should further demonstrate the experience of the each of the resources proposed in response to mandatory criteria #M-10, Contractor Work Team, in accordance with the point-rated criteria that follows for each applicable resource by job category.

R-8.1 Contractor Project Manager

R-8.1 Proposed Contractor Project Manager	Bidder to insert name of Resource proposed in response to #M-10.1	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
a) The Bidder should demonstrate that its proposed Contractor Project Manager resource holds a professional accreditation in Project Management as follows: a. Project Management Professional (PMP), or b. PRINCE2 Practitioner	10	• **10 points -** Copy of valid (i.e. not expired) accreditation certificate provided in Bid.
b) The Bidder should demonstrate that its proposed Contractor Project Manager resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this RFP, as a Project Manager responsible for implementing a case management-centric business application on the Dynamics CRM version 2011 (or more recent) platform.	15	Up to 15 points per project (maximum 1 project) as follows: • **15 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph b); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **9 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph b); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **3 points -** The Bidder's response: i. fails to address each item of the point rated criteria in paragraph b); or ii. addresses each item of the point rated criteria in paragraph b) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Bidder's response does not address the stated point rated criteria in paragraph b).
c) The Bidder should demonstrate that the resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this RFP, as a Project Manager managing	15	Up to 15 points per project (maximum 1 project) as follows: • **15 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph c); and

R-8.1 Proposed Contractor Project Manager	Bidder to insert name of Resource proposed in response to #M-10.1	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
system development and implementation utilizing Agile / Scrum practices.		ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **9 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph c); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **3 points -** The Bidder's response: i. fails to address each item of the point rated criteria in paragraph c); or ii. addresses each item of the point rated criteria in paragraph c) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Bidder's response does not address the stated point rated criteria in paragraph c).
d) The Bidder should demonstrate that the resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this RFP, as a Project Manager managing system implementation within a highly collaborative environment spanning multiple geographic locations.	10	Up to 10 points per project (maximum 1 project) as follows: • **10 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph d); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **6 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph d); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **2 points -** The Bidder's response: i. fails to address each item of the point rated criteria in paragraph d); or ii. addresses each item of the point rated criteria in paragraph d) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Bidder's response does not address the stated point rated criteria in paragraph d).
Maximum Score	**50**	

R-8.2 OCM Specialist

R-8.2 Proposed OCM Specialist	Bidder to insert name of Resource proposed in response to #M-10.2	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**

a) The Bidder should demonstrate that its proposed OCM Specialist resource holds a professional accreditation in Change Management or has attended a recognized course, with a minimum of twenty hours of instruction, on Change Management.	10	Up to 10 points as follows:
		• **10 points –** Copy of one of the following valid (i.,e. not expired) accreditation certificate provided in Bid.:
		  o Association of Change Management Professionals (ACMP) Certified Change Management Professional
		  o Change Management Institute (CMI) Accredited Change Manager (Foundation or Master level).
		• **6 points** – Copy of a certificate of completion from a third-party Training provider which provides evidence of successful completion of a Qualified Education Provider program (as defined by ACMP) or a CMI endorsed course with a minimum of twenty hours of instruction (e.g. Prosci Change Management).

b) The Bidder should demonstrate that its proposed OCM Specialist resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this RFP, providing OCM expertise and advice to support an IT-enabled business transformation project.	10	Up to 10 points per project (maximum 1 project) as follows:
		• **10 points –** The IT-enabled business transformation project included the implementation of Dynamics CRM to provide case management functionality;
		• **6 points -** The IT-enabled business transformation project included the implementation of a software solution to provide any one of the following functionality:
		  o Business process management (i.e. Case management);
		  o Governance, Risk and Compliance Management; or
		  o CRM.

c) The Bidder should demonstrate that its proposed OCM Specialist resource has experience, on up to three projects for a minimum duration of six months (per project for a total sum of 18 months experience), within the six years preceding the issuance date of this RFP, leading the development <u>and</u> the execution of each of the following:
  a. OCM strategy and governance;
  b. Change management plan;
  c. Stakeholder alignment framework;
  d. Communication plan;
  e. Training plan;
	30	Up to 10 points per project (maximum 3 projects) as follows:
		• **10 points –** The Bidder's response:
		  i. addresses each item of the point rated criteria in paragraph c); and
		  ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role;
		• **6 points –** The Bidder's response:
		  i. addresses each item of the point rated criteria in paragraph c); and
		  ii. provides information which demonstrates some (but not all) aspects of the experience claimed;

R-8.2 Proposed OCM Specialist	Bidder to insert name of Resource proposed in response to #M-10.2	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
f. Reporting to executives/Steering Committees on OCM; and g. Post-deployment support framework.		• **2 points -** The Bidder's response: i. fails to address each item of the point rated criteria in paragraph c); or ii. addresses each item of the point rated criteria in paragraph c) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Bidder's response does not address the stated point rated criteria in paragraph c).
Maximum Score	**50**	

R-8.3 Solution / Application Architect

R-8.3 Proposed Solution/Application Architect	Bidder to insert name of Resource proposed in response to #M-10.3	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
a) The Bidder should demonstrate that its proposed Solution/Application Architect resource is a Microsoft Certified Technology Specialist for Microsoft Dynamics CRM. For points to be awarded the Bidder must submit a copy of its proposed Solution/Application Architect resource's certification with its bid.	10	Up to 10 points will be awarded for providing a copy of valid (i.,e. not expired) accreditation certificate from Microsoft in Bid: • **10 points** – Microsoft Certified in CRM 2015 (or more recent) • **8 points** - Microsoft Certified in CRM 2013 • **6 points** - Microsoft Certified in CRM 2011
b) The Bidder should demonstrate that its proposed Solution/Application Architect resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this RFP, as an Application / Software Architect for initiatives related to Portal technologies for external and public uses.	10	Up to 10 points per project (maximum 1 project) as follows: • **10 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph b); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **6 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph b); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **2 points -** The Bidder's response: i. fails to address each item of the point rated criteria in paragraph b); or ii. addresses each item of the point rated criteria in paragraph b) but does not

R-8.3 Proposed Solution/Application Architect	Bidder to insert name of Resource proposed in response to #M-10.3	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
		provide any information which demonstrates the experience claimed; or • **0 points –** The Bidder's response does not address the stated point rated criteria in paragraph b).
c) The Bidder should demonstrate that its proposed Solution/Application Architect resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this RFP, developing architectures for a solution consisting of Dynamics CRM version 2011 (or more recent) and SharePoint version 2013 (or more recent)	15	Up to 15 points per project (maximum 1 project) as follows: • **15 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph c); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **9 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph c); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **3 points -** The Bidder's response: i. fails to address each item of the point rated criteria in paragraph c); or ii. addresses each item of the point rated criteria in paragraph c) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Bidder's response does not address the stated point rated criteria in paragraph c).
d) The Bidder should demonstrate that its proposed Solution/Application Architect resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this RFP, developing technical architectures for a solution integrating Dynamics CRM version 2011 (or more recent) and SharePoint version 2013 (or more recent), with the following technologies: a. Third-party COTS software products (e.g. an Enterprise Planning Tool); b. Microsoft SQL Server-based data repositories; and c. SOAP and RESTful web services	15	Up to 15 points per project (maximum 1 project) as follows: • **15 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph d); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **9 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph d); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **3 points -** The Bidder's response: i. fails to address each item of the point rated criteria in paragraph d); or

R-8.3 Proposed Solution/Application Architect	Bidder to insert name of Resource proposed in response to #M-10.3	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
		ii. addresses each item of the point rated criteria in paragraph d) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Bidder's response does not address the stated point rated criteria in paragraph d).
Maximum Score	**50**	

R-8.4 Information Architect

R-8.4 Proposed Information Architect	Bidder to insert name of Resource proposed in response to #M-10.4	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
a) The Bidder should demonstrate that its proposed Information Architect resource is a Microsoft Certified Technology Specialist for Microsoft Dynamics CRM. For points to be awarded the Bidder must submit a copy of the proposed Information Architect resource's certification with its bid.	10	Up to 10 points will be awarded for providing a copy of valid (i.,e. not expired) accreditation certificate from Microsoft in Bid: • **10 points** – Microsoft Certified in CRM 2015 (or more recent) • **8 points** - Microsoft Certified in CRM 2013 • **6 points** - Microsoft Certified in CRM 2011
b) The Bidder should demonstrate that its proposed Information Architect resource has experience, on up to two projects for a minimum duration of six months (per project or a total sum of 12 months experience for the two projects), within the six years preceding the issuance date of this RFP, as an Information Architect conducting the following activities for a MS Dynamics CRM version 2011 (or more recent) project: a. Design of a data integration architecture where the MS Dynamics CRM based solution required integration to at least one other business application outside the CRM platform; b. Development of a data migration strategy and design of data migration processes where the data migration into the Dynamics CRM solution included structured data from at least one legacy business application where that	20	Up to 10 points per project (maximum 2 projects) as follows: • **10 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph b); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **6 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph b); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **2 points -** The Bidder's response: i. fails to address each item of the point rated criteria in paragraph b); or ii. addresses each item of the point rated criteria in paragraph b) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Bidder's response does not address the stated point rated criteria in paragraph b).

R-8.4 Proposed Information Architect	Bidder to insert name of Resource proposed in response to #M-10.4	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
data was deemed critical for the adoption of the new solution; c. Design of data entities in the Dynamics CRM solution that maximize the platform's inherent capabilities for querying, searching and reporting on data.		
c) The Bidder should demonstrate that the resource has experience, on up to two projects for a minimum duration of six months (per project), within the six years preceding the issuance date of this RFP, as an Information Architect integrating each of the following into a Dynamics CRM based solution: a. A SharePoint-based EDRMS solution for integration of documents; b. A SQL Server Integration Services (SSIS) based integration architecture for structured data integration from other repositories; c. Microsoft's Dynamics CRM for Outlook component for integration of Outlook contacts and email; d. BI reports from non-Microsoft based reporting platforms (such as the IBM Cognos platform); and e. Common master data from a master data management platform (such as SQL Server Master Data Services). •	20	Up to 10 points per project (maximum 2 projects) will be awarded based on the total number of technologies integrated in a single project demonstrated as follows: • **2 points –** Per technology integrated (to a maximum of 5 technologies demonstrated).
Maximum Score	**50**	

R-8.5 Dynamics CRM Development Specialist

R-8.5 Proposed Dynamics CRM Development Specialist:	Bidder to insert name of Resource proposed in response to #M-10.5	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
a) The Bidder should demonstrate that the proposed resource is a Microsoft Certified Technology Specialist for Microsoft Dynamics CRM. For points to be awarded the Bidder must submit a copy of the certification with its bid.	10	Up to 10 points will be awarded for providing a copy of valid (i.,e. not expired) accreditation certificate from Microsoft in Bid: • **10 points** – Microsoft Certified in CRM 2015 (or more recent) • **8 points** - Microsoft Certified in CRM 2013 • **6 points** - Microsoft Certified in CRM 2011
b) The Bidder should demonstrate that the resource has experience, on up to two projects for a minimum duration of six months (per project), within the six years preceding the issuance date of this RFP, integrating Dynamics CRM version 2011 (or more recent) solutions with the following: a. An Enterprise Planning COTS Software solution; b. A SQL Server Integration Services (SSIS) based integration architecture for structured data integration from other repositories; c. SharePoint-based EDRMS solution that includes third party platform extensions such as RecordPoint for records management; d. A SQL Server Integration Services (SSIS) based integration architecture for structured data integration from other repositories; e. Software supporting integration of Dynamics CRM with Outlook, such as Microsoft Dynamics CRM for Outlook; f. Software supporting checkout and resynchronization of information for offline use of Dynamics CRM and SharePoint components; g. Master Data Management software, such as SQL Server Master Data Services (MDS); or h. Secure single sign-on authentication technologies.	20	Up to 10 points per project (maximum 2 projects) will be awarded based on the total number of technologies integrated in a single project demonstrated as follows: • **2 points –** Per technology integrated (to a maximum of 5 out of 8 technologies demonstrated).

R-8.5 Proposed Dynamics CRM Development Specialist:	Bidder to insert name of Resource proposed in response to #M-10.5	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
c) The Bidder should demonstrate that the resource has experience, on up to two projects for a minimum duration of six months (per project), within the six years preceding the issuance date of this RFP, prototyping and configuring the Dynamics CRM platform version 2011 (or more recent) in client-facing prototyping sessions.	20	Up to 10 points per project (maximum 2 projects) as follows: • **10 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph c); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **6 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph c); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **2 points -** The Bidder's response: i. fails to address each item of the point rated criteria in paragraph c); or ii. addresses each item of the point rated criteria in paragraph c) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Bidder's response does not address the stated point rated criteria in paragraph c).
Maximum Score	**50**	

R-8.6 SharePoint Development Specialist

R-8.6 Proposed SharePoint Development Specialist:	Bidder to insert name of Resource proposed in response to #M-10.6	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
a) The Bidder should demonstrate that the proposed resource is certified a Microsoft Certified Technology Specialist for Microsoft SharePoint. For points to be awarded the Bidder must submit a copy of the certification with its bid.	10	Up to 10 points will be awarded for providing a copy of valid (i.,e. not expired) accreditation certificate from Microsoft in Bid: • **10 points** – Microsoft Certified in SharePoint Server 2016 • **8 points** - Microsoft Certified in SharePoint Server 2013
b) The Bidder should demonstrate that the resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this RFP, integrating SharePoint solutions with any of the following: a. An Enterprise Planning COTS Software solution; b. BI reports from non-Microsoft based reporting platforms (such as the IBM Cognos platform); c. Dynamics CRM platform; d. Integration of documents and list data from other .Net components with the SharePoint-based EDRMS solution via a legacy WCF SOAP service; e. Integration of structured data from external data sources into SharePoint using out-of-the-box SharePoint integration functionality; f. Integration of structured data from external data sources into SharePoint term stores using a custom .NET data synchronizer application; g. Web-services development using ASP.NET Core, Microsoft ASP.NET Web API, and/or Microsoft Windows Communication Foundation (WCF) in order to extend the client-side APIs; h. Microsoft ASP.Net and C#.NET design and programming; or i. Secure single sign-on authentication technologies in the context of Dynamics CRM.	20	Up to 10 points per project (maximum 2 projects) will be awarded based on the total number of technologies integrated in a single project demonstrated as follows: • **2 points –** Per technology integrated (to a maximum of 5 out of 9 technologies demonstrated).

R-8.6 Proposed SharePoint Development Specialist:	Bidder to insert name of Resource proposed in response to #M-10.6	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
c) The Bidder should demonstrate that the resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this RFP, prototyping and configuring the SharePoint platform version 2013 (or more recent) in client-facing prototyping sessions.	10	Up to 10 points per project (maximum 1 project) as follows: • **10 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph d); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **6 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph d); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **2 points -** The Bidder's response: i. fails to address each item of the point rated criteria in paragraph d); or ii. addresses each item of the point rated criteria in paragraph d) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Bidder's response does not address the stated point rated criteria in paragraph d).
d) The Bidder should demonstrate that the resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this RFP, working with and developing a managed metadata-based Information Architecture for a SharePoint version 2010 (or more recent) implementation.	10	Up to 10 points per project (maximum 1 project) as follows: • **10 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph e); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **6 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph e); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **2 points -** The Bidder's response: i. fails to address each item of the point rated criteria in paragraph e); or ii. addresses each item of the point rated criteria in paragraph e) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Bidder's response does not address the stated point rated criteria in paragraph e).

R-8.6 Proposed SharePoint Development Specialist:	Bidder to insert name of Resource proposed in response to #M-10.6	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
Maximum Score	**50**	

R-8.7 User Experience Specialist

R-8.7 Proposed User Experience (UX) Specialist	Bidder to insert name of Resource proposed in response to #M-10.7	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
a) The Bidder should demonstrate that the resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this RFP, as a UX Specialist for an enterprise-wide Dynamics CRM version 2011 (or more recent) implementation initiative.	10	Up to 10 points per project (maximum 1 project) as follows: • **10 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph a); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **6 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph a); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **2 points -** The Bidder's response: i. fails to address each item of the point rated criteria in paragraph a); or ii. addresses each item of the point rated criteria in paragraph a) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Bidder's response does not address the stated point rated criteria in paragraph a).
b) The Bidder should demonstrate that the resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this RFP, as a UX Specialist for an enterprise-wide SharePoint version 2013 (or more recent) implementation initiative.	10	Up to 10 points per project (maximum 1 project) as follows: • **10 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph b); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **6 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph b); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed;

R-8.7 Proposed User Experience (UX) Specialist	Bidder to insert name of Resource proposed in response to #M-10.7	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
		• **2 points -** The Bidder's response: i. fails to address each item of the point rated criteria in paragraph b); or ii. addresses each item of the point rated criteria in paragraph b) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Bidder's response does not address the stated point rated criteria in paragraph b).
c) The Bidder should demonstrate that the resource has experience, on up to two projects for a minimum duration of six months (per project), within the six years preceding the issuance date of this RFP, designing seamless cross-platform user experiences that include two or more of the following technology platforms: a. Dynamics CRM; b. SharePoint; c. COTS software products (e.g. Enterprise Planning Tool); and d. Reporting and Analytics.	20	Up to 10 points per project (maximum 2 projects) as follows: • **10 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph c); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **6 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph c); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **2 points -** The Bidder's response: i. fails to address each item of the point rated criteria in paragraph c); or ii. addresses each item of the point rated criteria in paragraph c) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Bidder's response does not address the stated point rated criteria in paragraph c).
d) The Bidder should demonstrate that the resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this RFP, conducting UX prototyping sessions	10	Up to 10 points per project (maximum 1 project) as follows: • **10 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph d); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **6 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph d); and

R-8.7 Proposed User Experience (UX) Specialist	Bidder to insert name of Resource proposed in response to #M-10.7	
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
		ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **2 points -** The Bidder's response: i. fails to address each item of the point rated criteria in paragraph d); or ii. addresses each item of the point rated criteria in paragraph d) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Bidder's response does not address the stated point rated criteria in paragraph d).
Maximum Score	**50**	

R-8.8 Business Analyst (BA Lead)

R-8.8 Proposed Business Analyst (BA Lead)		Bidder to insert name of Resource proposed in response to #M-10.8
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
a) The Bidder should demonstrate that the resource holds a professional accreditation in Business Analysis.	10	Copy of valid (i.,e. not expired) accreditation certificate provided in Bid as follows: • **.10 points** – IIBA Certified Business Analyst Professional (CBAP) or PMI Professional in Business Analysis (PMI-PBA).
b) The Bidder should demonstrate that the resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this RFP, as a Business Analyst for initiatives to implement Dynamics CRM to provide case management or risk management functionality.	15	Up to 15 points per project (maximum 1 project) as follows: • **15 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph b); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **9 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph b); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **3 points -** The Bidder's response: i. fails to address each item of the point rated criteria in paragraph b); or ii. addresses each item of the point rated criteria in paragraph b) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Bidder's response does not address the stated point rated criteria in paragraph b).
c) The Bidder should demonstrate that the resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this RFP, as a Business Analyst for initiatives related to Portal technologies for external and public uses.	15	Up to 15 points per project (maximum 1 project) as follows: • **15 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph c); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **9 points –** The Bidder's response: i. addresses each item of the point rated criteria in paragraph c); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **3 points -** The Bidder's response:

R-8.8 Proposed Business Analyst (BA Lead)		Bidder to insert name of Resource proposed in response to #M-10.8
Point-Rated Criteria	**Max Points**	**Evaluation Criteria**
		i. fails to address each item of the point rated criteria in paragraph c); or ii. addresses each item of the point rated criteria in paragraph c) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Bidder's response does not address the stated point rated criteria in paragraph c).
d) The Bidder should demonstrate that the resource has experience, on one project for a minimum duration of six months, within the six years preceding the issuance date of this RFP, as a Business Analyst preparing business process maps and high-level work flows using the Business Process Model and Notation (BPMN) and organizational modeling software tools for a COTS-enabled business transformation initiative.	10	Up to 10 points per project (maximum 1 project) as follows: • **10 points** – The Bidder's response: i. addresses each item of the point rated criteria in paragraph d); and ii. demonstrates all aspects of the experience of the identified resource by providing a description of the work performed in the role; • **6 points** – The Bidder's response: i. addresses each item of the point rated criteria in paragraph d); and ii. provides information which demonstrates some (but not all) aspects of the experience claimed; • **2 points - The Bidder's response:** i. fails to address each item of the point rated criteria in paragraph d); or ii. addresses each item of the point rated criteria in paragraph d) but does not provide any information which demonstrates the experience claimed; or • **0 points –** The Bidder's response does not address the stated point rated criteria in paragraph d).
Maximum Score	**50**	

10. Point-Rated Evaluation Criteria – Proposed Software

R-9 Proposed Enterprise Planning Tool

Each Enterprise Planning Tool functional requirement has be allotted a maximum point value based on the assigned priority of the requirement as follows:

Priority	Points Allotted	# Requirements	Total Points
"Mandatory" Functionality	10	66	660
"High Priority" Functionality	8	14	112
"Lower Priority" Functionality	2	5	10
	Total	**85**	**782**

Evaluation Criteria:
As stipulated in criteria #M-11 above, the Bidder should assess the Readiness of the proposed Enterprise Planning Tool to meet each of the Mandatory and Point-Rated Functional Requirements. A maximum of 782 points will be awarded as detailed above. Points will be awarded based on the level of Readiness Level (0-4) ascribed to each individual Functional Requirement as follows:

Readiness Level	Points Awarded (% of Points Allotted)
4	100%
3	80%
2	50%
1	20%
0	0%

A weighted score out of 300 points will be determined for each Bidder as follows:

Bidder Weighted Score (maximum 300) =	Points awarded to Bidder (out of 782) / 782	x 300

R-10 Proposed Rich Text Control Tool

Each Rich Text Control Tool functional requirement has be allotted a maximum point value based on the assigned priority of the requirement as follows:

Priority	Points Allotted	# Requirements	Total Points
"Mandatory" Functionality	10	25	250
"High Priority" Functionality	8	22	176
"Lower Priority" Functionality	2	11	22
	Total	**58**	**448**

Evaluation Criteria:
A maximum of 448 points will be awarded as detailed above. Points will be awarded based on the extent to which the proposed software meets (i.e. provides) each Mandatory and Point-Rated Functional Requirement as follows:

Functional Requirement Met	Points Awarded (% of Points Allotted)
Yes	100%
No	0%

A weighted score out of 500 points will be determined for each Bidder as follows:

Bidder Weighted Score (maximum 50) =	Points awarded to Bidder (out of 448) / 448	x 50

R-11 Proposed Spelling / Grammar Checking Software

Each Spelling / Grammar Checking Software functional requirement has be allotted a maximum point value based on the assigned priority of the requirement as follows:

Priority	Points Allotted	# Requirements	Total Points
"Mandatory" Functionality	10	20	200
"High Priority" Functionality	8	16	128
"Lower Priority" Functionality	2	11	22
	Total	**37**	**350**

<u>Evaluation Criteria:</u>
A maximum of 350 points will be awarded as detailed above. Points will be awarded based on the extent to which the proposed software meets (i.e. provides) each Mandatory and Point-Rated Functional Requirement as follows:

Functional Requirement Met	Points Awarded (% of Points Allotted)
Yes	100%
No	0%

A weighted score out of 500 points will be determined for each Bidder as follows:

Bidder Weighted Score (maximum 50) =	Points awarded to Bidder (out of 350) / 350	x 50

ATTACHMENT 1 TO TECHNICAL EVALUATION CRITERIA: PROPOSED THIRD-PARTY SOFTWARE RESPONSE TABLES

Proposed Enterprise Planning Tool Software Response Tables (Table #1 and Table #2)

The Bidder should compete Tables #1 and #2 as follows:

a) Under column C titled “Included in Bid (Y/N)”, for each associated Functional Requirement (FR) listed under column B, the Bidder must insert “Yes” or “No” to indicate if the Functional Requirement is included in the Bidder’s Financial Proposal;

b) Under column D titled “Part #”, for each associated Functional Requirement listed under column B, the Bidder must insert its proposed Enterprise Planning Tool’s software part #, associated with the current version of the software as identified in response to criteria #M-11, which provides for the associated Functional Requirement;

c) Under column E titled “Readiness Self-Assessment (0 – 4)”, for each associated Functional Requirement listed under column B, the Bidder must insert “0”, “1”, “2”, “3” or “4” to indicate its’ self-assessment of Readiness in accordance with the definitions above; and

d) Under column F titled “Response”, for each associated Functional Requirement listed under column B, the Bidder must substantiate its claim of “Readiness” for each Functional Requirement by providing the following information (suggested maximum 300 words):
   a. A description of the base functionality/capability of the proposed third-party software product with respect to the individual Functional Requirement;
   b. A description of configuration and/or other changes that are required to be made to the proposed third-party software for it to meet the associated Functional Requirement;
   c. The level of effort (in days) associated with the Contractor completing such changes; and
   d. Cross reference information to any software product documentation (contained in Section xx of the Bidder’s Technical Proposal) which substantiates the written description of the proposed third-party software’s base functionality/capability.

Table #1 - Proposed Enterprise Planning Tool Software (Mandatory Response Table)

Table #1 – Enterprise Planning Tool Software Functional Requirements Mandatory Response Table					
A	B	C	D	E	F
FR #	Mandatory Requirement	Included in Bid (Y/N)	Part #	Readiness Assessment Score (0-4)	Response
1	The Enterprise Planning Tool software must have the capability to set planning constraints such as forecasted leave, vacancy, full time equivalency, new employee factor, full time percentage, forecasted other paid leave, to limit capacity by individual or across a group				
3	The Enterprise Planning Tool software must have the capability to add or remove a resource (internal or external) and update capacity accordingly				
4	The Enterprise Planning Tool software must have the capability to share capacity and status information with existing HR systems and reflect changes made in those systems to individual and group capacity or activity status				
5	The Enterprise Planning Tool software must have the capability to set global planning constraints including but not limited to work days per year, weekends, stat holiday				
10	The Enterprise Planning Tool software must have the capability to view and update approved/unapproved activities in				

Table #1 – Enterprise Planning Tool Software Functional Requirements
Mandatory Response Table

A	B	C	D	E	F
FR #	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Readiness Assessment Score (0-4)**	**Response**
	the work plan to support scheduling and allocation of resources				
12	The Enterprise Planning Tool software must have the capability to sort, filter and aggregate planning activities by factors including but not limited to activity type, activity status, group, individual, roles, skills required, timeline, deliverable, milestone				
16	The Enterprise Planning Tool software must have the capability to define relationships between activities considering factors including but not limited to dependencies, timing				
17	The Enterprise Planning Tool software must have the capability to define proposed Activities with scope details including but not limited to: Activity Type, Activity owner(s), FRFI(s)/Industry, Priority, Complexity, Suggested Timeline, Planned/Unplanned, Dependencies, Estimated Effort , required Resource Type/Skillset, and identified risk(s) and Corporate Priority				
18	The Enterprise Planning Tool software must have the capability to set status for proposed activities to approved,				

Table #1 – Enterprise Planning Tool Software Functional Requirements Mandatory Response Table

A	B	C	D	E	F
FR #	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Readiness Assessment Score (0-4)**	**Response**
	unapproved, rejected , modified or deferred and provide justification for status				
20	The Enterprise Planning Tool software must have the capability to approve the scope of a proposed activity				
21	The Enterprise Planning Tool software must have the capability to approve the resource effort associated with a proposed activity				
23	The Enterprise Planning Tool software must have the capability to propose suggested activities for a FRFI based on its Supervisory intensity				
24	The Enterprise Planning Tool software must have the capability to set the which plan year is current				
25	The Enterprise Planning Tool software must have the capability to search and view the attributes of unapproved or approved activities from previous time periods				
26	The Enterprise Planning Tool software must have the capability to use actual time spent on activities in previous planning cycles to forecast effort/duration				

Table #1 – Enterprise Planning Tool Software Functional Requirements
Mandatory Response Table

A	B	C	D	E	F
FR #	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Readiness Assessment Score (0-4)**	**Response**
	for similar activities in current planning cycle				
28	The Enterprise Planning Tool software must have the capability to plan activities for multiple planning periods (FY) concurrently				
30	The Enterprise Planning Tool software must have the capability to allocate resources or resource groups to approved, unplanned or proposed supervisory activities				
31	The Enterprise Planning Tool software must have the capability to release resource commitments for proposed or approved activities if they have been changed, rejected, deferred or cancelled.				
32	The Enterprise Planning Tool software must have the capability to provide users with information about resource skills, experience and availability when making resource allocation decisions				
35	The Enterprise Planning Tool software must have the capability to support scenario analysis identifying potential impacts to approved activities and their dependencies based on changes to planning inputs including but				

Table #1 – Enterprise Planning Tool Software Functional Requirements
Mandatory Response Table

A	B	C	D	E	F
FR #	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Readiness Assessment Score (0-4)**	**Response**
	not limited to effort, priority (based on RTF), timeline, scope.				
36	The Enterprise Planning Tool software must have the capability to record the planning decision (approval/rejection/deferral) of proposed activities or changes to activities along with justification supporting the decision.				
37	The Enterprise Planning Tool software must have the capability to commit resources allocated to an activity once the activity has been approved				
38	The Enterprise Planning Tool software must have the capability to support a prioritization model for plan activities based on various criteria (e.g. ratings per the Risk Matrix, information decay, etc.) and weightings.				
39	The Enterprise Planning Tool software must have the capability to use activity attributes as inputs into the prioritization model to derive a prioritization value for the activity				
45	The Enterprise Planning Tool software must have the capability to track reported effort of resources to planned or unplanned activities or sub activities				

Table #1 – Enterprise Planning Tool Software Functional Requirements Mandatory Response Table					
A	B	C	D	E	F
FR #	Mandatory Requirement	Included in Bid (Y/N)	Part #	Readiness Assessment Score (0-4)	Response
46	The Enterprise Planning Tool software must have the capability to set the user defined status of an approved activity (e.g. initiated, in progress, in review, completed)				
47	The Enterprise Planning Tool software must have the capability to record progress toward completion of key activities				
48	The Enterprise Planning Tool software must have the capability to report resource effort against available factors (e.g. activity type, priority, FRFI, Risk)				
49	The Enterprise Planning Tool software must have the capability to require an explanation for effort tracked to unplanned activities				
50	The Enterprise Planning Tool software must have the capability to report on the progress of activities by any available factor (e.g. status, timeline, etc.)				
51	The Enterprise Planning Tool software must deliver, enable and support the Graphical User Interface (GUI) functionality in both Official Languages of Canada, English and French, and allow users a choice of which official language they want to work in, with the capability to toggle between English and				

Table #1 – Enterprise Planning Tool Software Functional Requirements Mandatory Response Table					
A	B	C	D	E	F
FR #	Mandatory Requirement	Included in Bid (Y/N)	Part #	Readiness Assessment Score (0-4)	Response
	French dynamically, and for the user to set a language preference.				
52	The Enterprise Planning Tool software must allow text information to be entered in either English or French, with support for all French characters.				
53	The Enterprise Planning Tool software must provide clear and meaningful error messages to end users and administrators, in the official language of their choice, French or English.				
54	The Enterprise Planning Tool software must provide integrated, context-sensitive on-line help in both official languages of Canada, English and French.				
55	The Enterprise Planning Tool software must hide or "grey out" menu items and screen components which the user is not authorized to access.				
56	The Enterprise Planning Tool software must support single sign-on using standard Windows authentication mechanisms.				
57	The Enterprise Planning Tool software must automatically track changes to the business data that it manages. This should track, at a minimum, who, when, what and				

Table #1 – Enterprise Planning Tool Software Functional Requirements
Mandatory Response Table

A	B	C	D	E	F
FR #	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Readiness Assessment Score (0-4)**	**Response**
	how a data value was changed, at the field level. The tracking data must be readily viewable in a user interface provided by the solution. **Notes:** • “Change” includes the creation, update or deletion of data. • “Who” includes a person as well as an automated change driven by a business rule. • "How” specifies the details of the change itself which could be represented with reference to old and new data values (i.e. the values before and after the change). • “What” is the identification of the specific record and the name of the field that encountered the change. The level of tracking and the objects (i.e. tables / entities) upon which tracking has been enabled should be configurable.				
58	The Enterprise Planning Tool software must display all dates (on all system screens) in standard ISO format yyyy-mm-dd				

Table #1 – Enterprise Planning Tool Software Functional Requirements Mandatory Response Table					
A	B	C	D	E	F
FR #	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Readiness Assessment Score (0-4)**	**Response**
	order, driven from a configuration setting.				
59	The Enterprise Planning Tool software must support access from mobile devices, including, but not limited to iOS, Android, and Windows, with the user interface optimized for mobile form factors.				
60	The Enterprise Planning Tool software must allow users to function in offline mode, without a network connection, and sync updates back to the master database when the user re-connects to the network.				
61	The Enterprise Planning Tool software must provide content version control and allow business rules to be defined to manage the retention and disposition of content.				
62	The Enterprise Planning Tool software must provide key capacity metrics including but not limited to: i. Number of users ii. Type of users Number of concurrent sessions by time interval				
63	The Enterprise Planning Tool software must provide a means of				

Table #1 – Enterprise Planning Tool Software Functional Requirements
Mandatory Response Table

A	B	C	D	E	F
FR #	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Readiness Assessment Score (0-4)**	**Response**
	monitoring performance metrics, such as: i. volume of transactions and associated response times ii. volume of transactions in peak & non-peak periods iii. amount of storage, memory, and CPU used iv. data volumes historical growth metrics (data, users, transactions, etc.)				
64	The backup mechanisms provided by the Enterprise Planning Tool software must be able to be configured such that data loss in the event of a disaster is limited to a maximum of 24 hours.				
65	The Enterprise Planning Tool software must enable authorized users to back-up and restore information on a scheduled or ad-hoc basis.				
66	All user activity in the Enterprise Planning Tool software must be end-to-end auditable for tracking, troubleshooting and access control purposes.				
67	The Enterprise Planning Tool software must be capable of recording and storing a minimum of 30 days of audit logs, or be				

Table #1 – Enterprise Planning Tool Software Functional Requirements Mandatory Response Table

A	B	C	D	E	F
FR #	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Readiness Assessment Score (0-4)**	**Response**
	capable of sending the security audit logs to a centrally managed third-party logging solution (i.e. Security Information Management (SIM) solution).				
68	The Enterprise Planning Tool software must provide local administrators the functionality to manage user accounts and to configure access rights.				
69	The Enterprise Planning Tool software must provide administrative support tools and procedures to ensure an optimized, highly available and secure system.				
70	All Enterprise Planning Tool software components must be able to log enough activity information to allow for operation management and monitoring tools, either those built into or used at OSFI (e.g. Microsoft System Center Operations Manager) to gather the necessary availability, performance alerts and reports.				
71	The Enterprise Planning Tool software logs must be accessible and easily parsed. The level of detail and the format of information captured in the logs				

Table #1 – Enterprise Planning Tool Software Functional Requirements
Mandatory Response Table

A	B	C	D	E	F
FR #	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Readiness Assessment Score (0-4)**	**Response**
	must be configurable by the system administrator.				
72	The Enterprise Planning Tool software must be able to consume web services when necessary. Some examples are RESTful, SOAP, XML over HTTP, and others.				
73	Data must be able to be loaded into the Enterprise Planning Tool software using native functionality available in Microsoft SQL Server Integration Services, or using a Web Services layer.				
74	The Enterprise Planning Tool software must be able to provide standard data interfaces for other OSFI systems to utilize when consuming data. Standard interfaces include data services and SQL-based views. i. Structured Data: providing suitable data interfaces so that the data managed in the solution can be made available to OSFI's standard BI tools for reporting and analytics. ii. Structured Data: providing suitable data interfaces so that data managed in the solution that is deemed to be master data can be				

Table #1 – Enterprise Planning Tool Software Functional Requirements
Mandatory Response Table

A	B	C	D	E	F
FR #	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Readiness Assessment Score (0-4)**	**Response**
	made available for publishing within OSFI's Master Data Hub (MDH).				
75	The Enterprise Planning Tool software must have the capability to identify personal information that has been legitimately collected for the purposes of an OSFI program or activity; implement appropriate controls to ensure that personal information is protected against unauthorized use or disclosure; can easily be made available to the person to whom it pertains; and can be disposed of after it is no longer required. This includes the capability to do security trimming.				
76	The Enterprise Planning Tool software must provide capabilities that ensure robust data management. This includes the capability to ensure data quality and data security as well as the capability to readily define data with all required properties and behaviours that meet business information and functional needs. Data definitions should be configurable, viewable and easy to understand so that they are unambiguous.				

Table #1 – Enterprise Planning Tool Software Functional Requirements Mandatory Response Table					
A	B	C	D	E	F
FR #	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Readiness Assessment Score (0-4)**	**Response**
	i. Data quality includes aspects such as the capability to ensure data integrity, completeness and consistency. These are typically controlled through the definition of data relationships between entities, rules defined on entities and their properties as well as workflows that can enable quality control such as approvals. Data integrity also speaks to the underlying architecture of software platform that ensures data is committed or rolled back consistently and reliably under all data management operations where data is either being read, created, updated or deleted. ii. Data definitions are the metadata defined within the solution so that the data meets all business information and functional requirements. The metadata must be easy to manage and understand				

Table #1 – Enterprise Planning Tool Software Functional Requirements
Mandatory Response Table

A	B	C	D	E	F
FR #	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Readiness Assessment Score (0-4)**	**Response**
	so that administration and configuration of the solution is not error prone or time consuming.				
77	The Enterprise Planning Tool software must not require end-users to have elevated system privileges.				
78	User and service account passwords for the Enterprise Planning Tool software must not be stored or transmitted in clear text.				
79	The Enterprise Planning Tool software must provide interfaces to allow for remote management by, and response to, security monitoring tools.				
80	All Enterprise Planning Tool software components must be able to log enough activity information to allow for security monitoring tools to generate the security alerts and reports.				
81	The Enterprise Planning Tool software must be able to run the administrative functions using interfaces and ports other than those used for regular usage.				
82	Application object permissions within the Enterprise Planning Tool software must be granular				

Table #1 – Enterprise Planning Tool Software Functional Requirements Mandatory Response Table					
A	B	C	D	E	F
FR #	Mandatory Requirement	Included in Bid (Y/N)	Part #	Readiness Assessment Score (0-4)	Response
	enough to allow for compliance with applicable security policies.				
83	The Enterprise Planning Tool software's application/service and user accounts rights and permissions must be configurable to allow for separation of duties.				
84	If the Enterprise Planning Tool software utilizes an SQL Server database, access to the database, either directly or through an application interface, must be done using Windows authentication mode, not SQL authentication.				
85	Web services provided by the Enterprise Planning Tool software must be able to be secured using the Kerberos authentication protocol.				

Table #2 - Proposed Enterprise Planning Tool Software (Point-Rated Response Table)

Table #2 – Enterprise Planning Tool Software Functional Requirements Point-rated Response Table						
A	B	C	D	E	F	G
FR #	Point-Rated Requirement	Included in Bid (Y/N)	Part #	Readiness Assessment Score (0-4)	Response	Max # Points
2	The Enterprise Planning Tool software should have the capability to create, update, delete entries for training for an individual to reduce available time					**8**
6	The Enterprise Planning Tool software should have the capability to view or report availability, capacity by group or by individual.					**8**
7	The Enterprise Planning Tool software should have the capability to create user defined groups or use pre-defined groups from other sources					**8**
8	The Enterprise Planning Tool software should have the capability to define and assign standard skillsets, tenure in group, accreditations to business roles and/or individuals.					**2**
9	The Enterprise Planning Tool software should have the capability to define business roles and assign individuals or groups to roles.					**8**
11	The Enterprise Planning Tool software should have the capability to schedule activities and sub-activities according to resource availability, planning constraints and dependencies.					**8**

Table #2 – Enterprise Planning Tool Software Functional Requirements
Point-rated Response Table

A	B	C	D	E	F	G
FR #	**Point-Rated Requirement**	**Included in Bid (Y/N)**	**Part #**	**Readiness Assessment Score (0-4)**	**Response**	**Max # Points**
13	The Enterprise Planning Tool software should have the capability to support scenario analysis to identify possible scheduling timelines for proposed activities in the portfolio of approved activities.					**2**
14	The Enterprise Planning Tool software should have the capability to support scenario analysis on proposed activities based on modification to planning inputs including effort, priority (based on RTF), risk, timeline.					**2**
15	The Enterprise Planning Tool software should have the capability to compare resource requirements within activities to resource availability by factors including but not limited to group, role, skillset.					**8**
19	The Enterprise Planning Tool software should have the capability to automate the approval of specific activities based on business role of Activity owner(s) or prioritization of activity (emergency).					**2**
22	The Enterprise Planning Tool software should have the capability to define planning assumptions such as suggested days per activity.					**8**

Table #2 – Enterprise Planning Tool Software Functional Requirements
Point-rated Response Table

A	B	C	D	E	F	G
FR #	**Point-Rated Requirement**	**Included in Bid (Y/N)**	**Part #**	**Readiness Assessment Score (0-4)**	**Response**	**Max # Points**
27	The Enterprise Planning Tool software should have the capability to carry forward previous years planned activity details and attributes to base current year planning assumptions or provide default values.					**8**
29	The Enterprise Planning Tool software should have the capability to maintain multiple scenarios of a plan within a planning period.					**8**
34	The Enterprise Planning Tool software should have the capability to initiate a plan change management workflow/process if material additions, changes, deletions are proposed for approved activities.					**8**
40	The Enterprise Planning Tool software should have the capability to set editable default values for group or global prioritization parameters in the priority model (e.g. RTF, Supervision Priorities)					**8**
41	The Enterprise Planning Tool software should have the capability to assign activities to a priority queue and maintain attributes including but not limited to creation date, removal date,					**8**

Table #2 – Enterprise Planning Tool Software Functional Requirements
Point-rated Response Table

A	B	C	D	E	F	G
FR #	**Point-Rated Requirement**	**Included in Bid (Y/N)**	**Part #**	**Readiness Assessment Score (0-4)**	**Response**	**Max # Points**
	removal reason, status (e.g. proposed deferred, approved deferred), expiry date, labels associated with the queue					
42	The Enterprise Planning Tool software should have the capability to sort/filter activities within the queue based on available attributes					**8**
43	The Enterprise Planning Tool software should have the capability to report on activities within the queue to support planning and management of activities (e.g. time on queue, types on queue).					**8**
44	The Enterprise Planning Tool software should have the capability remove activities from the queue either manually or based on activity or queue attributes (e.g. activity expiry date).					**2**
					Maximum Points	**122**

Proposed Rich Text Control Software Response Tables (Table #3 and Table #4)

The Bidder should compete Tables #3 and #4 as follows:

a) Under column C titled “Included in Bid (Y/N)”, for each associated Functional Requirement (FR) listed under column B, the Bidder must insert “Yes” or “No” to indicate if the Functional Requirement is included in the Bidder’s Financial Proposal;

b) Under column D titled “Part #”, for each associated Functional Requirement listed under column B, the Bidder must insert the software part # that provides the associated Functional Requirement; and

c) Under column E titled “Response”, for each associated Functional Requirement listed under column B, the Bidder must substantiate its claim that the functionality is provided by including the following information (suggested maximum 100 words):
   a. A description of the base functionality/capability of the proposed third-party software product with respect to the individual Functional requirement; and
   b. Reference to software product documentation (contained in Section xx of the Bidder’s Technical Proposal) to substantiate the written description of the proposed third-party software’s base functionality/capability.

Table #3 - Proposed Rich Text Control Software (Mandatory Response Table)

Table #3 – Rich Text Control Software Functional Requirements Mandatory Response Table				
A	B	C	D	E
FR#	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Response**
1	The Rich Text Control software must have the capability for an end-user to select text size.			
2	The Rich Text Control software must have the capability for an end-user to select character fonts and styles including, at a minimum: a) bold, b) underline, and c) italic.			
4	The Rich Text Control software must have the capability for an end-user to select text color, highlight color and underline color.			
16	The Rich Text Control software must have the capability for an end-user to add hyperlinked text.			
34	The Rich Text Control software must provide an editor which supports Unicode.			
35	The Rich Text Control software must provide an editor which provides full support for both English (Canadian) and French (Canadian) character sets.			
36	The Rich Text Control software must have the capability for an end-user to copy/paste styled text from/to Microsoft Word documents 2010 (.docx), and higher, without loss of formatting.			

Table #3 – Rich Text Control Software Functional Requirements Mandatory Response Table				
A	B	C	D	E
FR#	Mandatory Requirement	Included in Bid (Y/N)	Part #	Response
38	The Rich Text Control software must have the capability for an end-user to copy/paste styled text from/to Rich Text documents (.rtf) without loss of formatting			
40	The Rich Text Control software must have the capability for an end-user to copy/paste text from/to plain text documents (.txt). Note: formatting will be lost on paste to plain text document			
42	The Rich Text Control software must have the capability for an end-user to embed the editor in a Dynamics CRM form.			
43	The Rich Text Control software must have the capability for an end-user to embed the editor in a SharePoint list field.			
45	The Rich Text Control software must capture content in a format that can be stored within a Dynamics CRM entity table.			
46	The Rich Text Control software must capture content in a format that can be incorporated into Microsoft Office documents and reports generated from entity data stored within Dynamics CRM using OSFI's standard reporting technologies.			
47	The Rich Text Control software must provide an editor which provides the capability to open a full-screen editing			

Table #3 – Rich Text Control Software Functional Requirements
Mandatory Response Table

A	B	C	D	E
FR#	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Response**
	view when editing the contents of a form control, and allow the user to close the full-screen view when they have finished editing.			
48	The Rich Text Control software must comply with the Government of Canada *Standard on Web Accessibility* requirements for people with disabilities or special needs. http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=23601			
49	The Rich Text Control software must comply with the Government of Canada *Standard on Web Usability.* http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=24227			
50	The Rich Text Control software must deliver, enable and support the Graphical User Interface (GUI) functionality in both Official Languages of Canada, English and French, and allow users a choice of which official language they want to work in, with the ability to toggle between English and French dynamically, and for the user to set a language preference.			

Table #3 – Rich Text Control Software Functional Requirements Mandatory Response Table				
A	B	C	D	E
FR#	Mandatory Requirement	Included in Bid (Y/N)	Part #	Response
51	The Rich Text Control software must allow text information to be entered in either English or French, with support for all French characters.			
52	The Rich Text Control software must provide clear and meaningful error messages to end users and administrators, in the official language of their choice, French or English.			
53	The Rich Text Control software must hide or "grey out" menu items and screen components which the user is not authorized to access.			
54	The Rich Text Control software must display all dates (on all system screens) in standard ISO format yyyy-mm-dd order, driven from a configuration setting.			
55	The Rich Text Control software must support access from mobile devices, including, but not limited to iOS, Android, and Windows, with the user interface optimized for mobile form factors.			
56	The Rich Text Control software must allow users to function in offline mode, without a network connection, and sync updates back to the master database when the user re-connects to the network.			
57	The Rich Text Control software must comply with the Government of			

Table #3 – Rich Text Control Software Functional Requirements
Mandatory Response Table

A	B	C	D	E
FR#	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Response**
	Canada *Standard on Web Interoperability.* *http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=25875*			
58	The Rich Text Control software must not require end-users to have elevated system privileges.			

Table #4 - Proposed Rich Text Control Software (Point-Rated Response Table

Table #4 – Rich Text Control Software Functional Requirements Point-Rated Response Table					
A	B	C	D	E	F
FR#	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Response**	**Max # Points**
3	The Rich Text Control software should have the capability for an end-user to select additional character fonts and styles such as: a) superscript, b) subscript, c) strikethrough, d) double strikethrough, e) caps, and f) small-caps.				**2**
5	The Rich Text Control software should have the capability for an end-user to vertically orient text.				**8**
6	The Rich Text Control software should provide an editor which supports Microsoft Word list numbering features when pasted into text controls.				**8**
7	The Rich Text Control software should have the capability for an end user to create multilevel lists with different bullet types and numbering at each level.				**8**
8	The Rich Text Control software should provide an editor which has the capability for the bullet				**8**

Table #4 – Rich Text Control Software Functional Requirements
Point-Rated Response Table

A	B	C	D	E	F
FR#	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Response**	**Max # Points**
	symbol and the list number format to be customized with simple or compound list numbers.				
9	The Rich Text Control software should have the capability for an end-user to set paragraph indentation to left indentation, right indentation and hanging indentation.				**8**
10	The Rich Text Control software should have the capability for an end-user to left justify, center, right justify, and fully justify paragraphs (where full justification sets text flush with both margins).				**8**
11	The Rich Text Control software should have the capability for an end-user to set paragraph line spacing to single or double space and set spacing before and after paragraph.				**8**
12	The Rich Text Control software should provide an editor which supports left, right, center and decimal tabs.				**8**
13	The Rich Text Control software should have the				**2**

Table #4 – Rich Text Control Software Functional Requirements
Point-Rated Response Table

A	B	C	D	E	F
FR#	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Response**	**Max # Points**
	capability for an end-user to choose between different paragraph styles.				
14	The Rich Text Control software should have the capability for an end-user to set paragraph borders.				**2**
15	The Rich Text Control software should provide an editor which has the capability to create multilevel paragraphs.				**2**
17	The Rich Text Control software should provide an editor which supports left, right or center alignment of tables.				**8**
18	The Rich Text Control software should provide an editor which has the capability to create static tables.				**8**
19	The Rich Text Control software should provide an editor which has the capability to create positionable tables.				**2**
20	The Rich Text Control software should have the capability to create nested tables.				**8**
21	The Rich Text Control software should provide an				**8**

Table #4 – Rich Text Control Software Functional Requirements
Point-Rated Response Table

A	B	C	D	E	F
FR#	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Response**	**Max # Points**
	editor which supports horizontal and vertical merging of cells.				
22	The Rich Text Control software should provide an editor which has the capability for splitting cells in both the horizontal and vertical directions.				**8**
23	The Rich Text Control software should provide an editor which has the capability for shading cell and cell background colors in tables.				**8**
24	The Rich Text Control software should provide an editor which has the capability for formatting borders with different colors and thicknesses for cells and tables.				**8**
25	The Rich Text Control software should provide an editor which has the capability for horizontal and vertical alignment of text within a table cell.				**8**
26	The Rich Text Control software should provide an editor which has the capability for vertical				**8**

Table #4 – Rich Text Control Software Functional Requirements
Point-Rated Response Table

A	B	C	D	E	F
FR#	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Response**	**Max # Points**
	orientation of text within a table cell.				
27	The Rich Text Control software should provide an editor which has the capability for an end-user to modify the way in which table row height is determined, i.e., Automatic height determination, minimum height selection and exact height specification.				**8**
28	The Rich Text Control software should provide an editor has the capability to add static and positionable images and drawing objects within text.				**8**
29	The Rich Text Control software should have the capability for an end-user to position an image or drawing object relative to the base-line of text.				**2**
30	The Rich Text Control software should provide an editor which has the capability for text to flow from one image or text box to another.				**2**
31	The Rich Text Control software should provide an				**2**

Table #4 – Rich Text Control Software Functional Requirements
Point-Rated Response Table

A	B	C	D	E	F
FR#	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Response**	**Max # Points**
	editor which has the capability for text to flow around images, drawing objects and text boxes.				
32	The Rich Text Control software should provide an editor which has the capability for text editing over an image.				**2**
33	The Rich Text Control software should provide an editor which provides drawing tools for inserting shapes and lines.				**2**
37	The Rich Text Control software should have the capability for an end-user to copy/paste styled text from PDF documents (.pdf) without loss of formatting.				**8**
39	The Rich Text Control software should have the capability for an end-user should be able to copy/paste styled text from MIME HTML (.mht) without loss of formatting				**8**
41	The Rich Text Control software should have the capability for an end-user to initiate printing of the contents of a rich-text control to a printer with				**2**

Table #4 – Rich Text Control Software Functional Requirements
Point-Rated Response Table

A	B	C	D	E	F
FR#	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Response**	**Max # Points**
	support for print preview, paper selection and other printer settings.				
44	The Rich Text Control software should have the capability to embed the editor in an ASP.NET web application-page.				**8**
				Maximum Points	**198**

Proposed Spelling / Grammar Checking Software Response Tables (Table #5 and Table #6)

The Bidder should compete the Tables #5 and #6 as follows:

a) Under column C titled “Included in Bid (Y/N)”, for each associated Functional Requirement (FR) listed under column B, the Bidder insert “Yes” or “No” to indicate if the Functional Requirement is included in the Bidder’s Financial Proposal;

b) Under column D titled “Part #”,)”, for each associated Functional Requirement listed under column B, the Bidder must insert the software part # that provides the associated Functional Requirement; and

c) Under column E titled “Response”, for each associated Functional Requirement listed under column B, the Bidder must substantiate its claim that the functionality is provided by including the following information (suggested maximum 100 words):
   a. A description of the base functionality/capability of the proposed third-party software product with respect to the individual Functional requirement; and
   b. Reference to software product documentation (contained in Section xx of the Bidder’s Technical Proposal) to substantiate the written description of the proposed third-party software’s base functionality/capability.

Table #5 - Proposed Spelling / Grammar Checking Software (Mandatory Response Table

Table #5 – Spelling / Grammar Checking Software Functional Requirements Mandatory Response Table				
A	B	C	D	E
FR#	Mandatory Requirement	Included in Bid (Y/N)	Part #	Response
2	The Spelling / Grammar Checking software must have the capability for misspelled words to be clearly indicated inline in the text (e.g. colored underlining of misspelled words, or similar visual markers).			
5	The Spelling / Grammar Checking software solution must have the capability to automatically suggest spelling corrections for any misspelled word (e.g., right click over word to access context menu with suggested corrections).			
9	The Spelling / Grammar Checking software must provide a default English (Canadian) or French (Canadian) dictionary that is persistently selected based on the end-user's language choice unless manually overridden.			
17	The Spelling / Grammar Checking software must provide the capability for end-user controls related to spellchecking to have multilingual labels.			
19	The Spelling / Grammar Checking software must have the capability for spellchecking to be applied to the content of all text controls, including Rich Text, used on any form.			
21	The Spelling / Grammar Checking software must have the capability for			

Table #5 – Spelling / Grammar Checking Software Functional Requirements Mandatory Response Table				
A	B	C	D	E
FR#	Mandatory Requirement	Included in Bid (Y/N)	Part #	Response
	spellchecking of forms that are used in forms displayed on a mobile device.			
29	The Spelling / Grammar Checking software should provide the capability for the spellchecker to be incorporated into the STTR user experience (UX), including Microsoft Dynamics CRM forms without constraining the use of out-of-the-box platform features.			
33	The Spelling / Grammar Checking software must provide spellcheck features which support Unicode.			
34	The Spelling / Grammar Checking software must provide spellcheck features which support both English (Canadian) and French (Canadian) character sets.			
37	The Spelling / Grammar Checking software must comply with the Government of Canada *Standard on Web Accessibility* requirements for people with disabilities or special needs. http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=23601			
38	The Spelling / Grammar Checking software must comply with the Government of Canada *Standard on Web Usability*. http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=24227			

Table #5 – Spelling / Grammar Checking Software Functional Requirements Mandatory Response Table

A	B	C	D	E
FR#	Mandatory Requirement	Included in Bid (Y/N)	Part #	Response
39	The Spelling / Grammar Checking software must deliver, enable and support the Graphical User Interface (GUI) functionality in both Official Languages of Canada, English and French, and allow users a choice of which official language they want to work in, with the ability to toggle between English and French dynamically, and for the user to set a language preference.			
40	The Spelling / Grammar Checking software must allow text information to be entered in either English or French, with support for all French characters.			
41	The Spelling / Grammar Checking software must provide clear and meaningful error messages to end users and administrators, in the official language of their choice, French or English.			
42	The Spelling / Grammar Checking software must hide or "grey out" menu items and screen components which the user is not authorized to access.			
43	The Spelling / Grammar Checking software must display all dates (on all system screens) in standard ISO format yyyy-mm-dd order, driven from a configuration setting.			
44	The Spelling / Grammar Checking software must support access from			

Table #5 – Spelling / Grammar Checking Software Functional Requirements
Mandatory Response Table

A	B	C	D	E
FR#	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Response**
	mobile devices, including, but not limited to iOS, Android, and Windows, with the user interface optimized for mobile form factors.			
45	The Spelling / Grammar Checking software must allow users to function in offline mode, without a network connection, and sync updates back to the master database when the user re-connects to the network.			
46	The Spelling / Grammar Checking software must comply with the Government of Canada *Standard on Web Interoperability.* http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=25875			
47	The Spelling / Grammar Checking software must not require end-users to have elevated system privileges.			

Table #6 - Proposed Spelling / Grammar Checking Software (Point-Rated Response Table)

Table #6 – Spelling / Grammar Checking Software Functional Requirements Point-Rated Response Table					
A	**B**	**C**	**D**	**E**	**F**
FR#	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Response**	**Max # Points**
1	The Spelling / Grammar Checking software should have the capability for misspelled words to be indicated as the end-user types.				**8**
3	The Spelling / Grammar Checking software should have the capability for incorrect grammar usage to be indicated as the end-user types.				**8**
4	The Spelling / Grammar Checking software should have the capability for grammar errors to be clearly indicated inline in the text (e.g. colored underlining of incorrect phrases, or similar visual markers).				**8**
6	The Spelling / Grammar Checking software should have the capability for manual replacement of any misspelled word by an auto-suggested spelling correction (e.g., selection of suggested correction from context menu replaces associated word with correction).				**8**
7	The Spelling / Grammar Checking software should have the capability for manual replacement of incorrect phrase by an auto-suggested grammar				**2**

Table #6 – Spelling / Grammar Checking Software Functional Requirements Point-Rated Response Table

A	B	C	D	E	F
FR#	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Response**	**Max # Points**
	correction (e.g., selection of suggested correction from context menu replaces associated word with correction).				
8	The Spelling / Grammar Checking software should have the capability to automatically suggest grammar corrections for grammar errors (e.g., right click over phrase to access context menu with suggested corrections).				**2**
10	The Spelling / Grammar Checking software should have the capability for end-users to personalize dictionaries (i.e., add words to, or over-ride, entries in dictionaries) on-the-fly and have these changes persist for the end-user across sessions. These changes should only be used for the end-user who made them and the end-user should be able to choose to revert to the default dictionary.				**2**
11	The Spelling / Grammar Checking software should have the capability to create alternative, business-specific dictionaries (e.g., for Supervision division, for HR, for				**2**

Table #6 – Spelling / Grammar Checking Software Functional Requirements
Point-Rated Response Table

A	B	C	D	E	F
FR#	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Response**	**Max # Points**
	Finance, etc.) with business-specific vocabulary and language rules in both official languages.				
12	The Spelling / Grammar Checking software should have the capability for end-users to manually select a preferred dictionary for use from among alternative dictionaries and have this choice persist for the end-user across sessions.				**2**
13	The Spelling / Grammar Checking software should have the capability for multiple-language spell-checking (i.e., use English (Canadian) and French (Canadian) dictionaries at the same time for bilingual documents)				**2**
14	The Spelling / Grammar Checking software should have the capability to access online Thesaurus entries for an end-user provided word.				**2**
15	The Spelling / Grammar Checking software should have the capability to access online Thesaurus entries for an end-user selected word in text content.				**2**
16	The Spelling / Grammar Checking software should have				**2**

Table #6 – Spelling / Grammar Checking Software Functional Requirements
Point-Rated Response Table

A	B	C	D	E	F
FR#	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Response**	**Max # Points**
	the capability to insert a selected word from an online Thesaurus entry into text content.				
18	The Spelling / Grammar Checking software should provide the capability for end-user controls related to grammar checking to have multilingual labels.				**8**
20	The Spelling / Grammar Checking software should have the capability for grammar checking to be applied to the content of any/all standard plaintext text controls used on any form.				**8**
22	The Spelling / Grammar Checking software should have the capability for spellchecking of forms that are used in offline mode.				**8**
23	The Spelling / Grammar Checking software should have the capability for grammar checking of forms that are used in forms displayed on a mobile device.				**8**
24	The Spelling / Grammar Checking software should have the capability for grammar checking of forms that are used in offline mode.				**8**

Table #6 – Spelling / Grammar Checking Software Functional Requirements Point-Rated Response Table

A	B	C	D	E	F
FR#	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Response**	**Max # Points**
25	The Spelling / Grammar Checking software should have the capability for spellchecking to occur without a noticeable lag that can interfere with the end-user's experience (i.e., same or better than desktop Microsoft Word response time on standard OSFI workstations).				**8**
26	The Spelling / Grammar Checking software should have the capability for grammar checking occurs without a noticeable lag that can interfere with the end-user's experience (i.e., same or better than desktop Microsoft Word response time on standard OSFI workstations).				**8**
27	The Spelling / Grammar Checking software should provide custom JavaScript spell-checking API enabling use of spellchecking and grammar checking capability in forms enhanced through the use of JavaScript.				**2**
28	The Spelling / Grammar Checking software provided JavaScript API should not conflict with other JavaScript packages.				**2**

Table #6 – Spelling / Grammar Checking Software Functional Requirements Point-Rated Response Table

A	B	C	D	E	F
FR#	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Response**	**Max # Points**
30	The Spelling / Grammar Checking software should provide the capability for the spellchecker to be incorporated into the STTR user experience (UX), including SharePoint lists and other forms without constraining the use of out-of-the-box platform features.				**8**
31	The Spelling / Grammar Checking software should provide the capability for the grammar checker to be incorporated into the STTR user experience (UX), including Microsoft Dynamics CRM forms without constraining the use of out-of-the-box platform features.				**8**
32	The Spelling / Grammar Checking software should provide the capability for the grammar checker to be incorporated into the STTR user experience (UX), including SharePoint lists and other forms without constraining the use of out-of-the-box platform features.				**8**
35	The Spelling / Grammar Checking software should provide grammar check features which support Unicode.				**8**
36	The Spelling / Grammar Checking software must provide				**8**

Table #6 – Spelling / Grammar Checking Software Functional Requirements
Point-Rated Response Table

A	B	C	D	E	F
FR#	**Mandatory Requirement**	**Included in Bid (Y/N)**	**Part #**	**Response**	**Max # Points**
	grammar check features which support both English (Canadian) and French (Canadian) character sets.				
				Maximum Points	**150**

ATTACHMENT 4.2 – FINANCIAL EVALUATION CRITERIA

Pricing Tables

(a) The Bidder must provide proposed pricing where indicated in Pricing Tables 1 and 2 below.

(b) For the Bidder's proposed COTS Software Enterprise Planning software Tool, Rich Text Control software and Spelling / Grammar Checking Software (Table #2, items 13, 14 and 15):

(i) Bidder's proposed pricing must list separately the name of each proposed software product and/or suite from each Software Publisher as applicable.

(ii) the Bidder must propose both per User License pricing and Entity License pricing for software licenses acquired by Canada under the Contract during the Initial Contract Period (2 Years). (Note, in accordance with article 4.2 of Annex B, Canada may exercise its option to acquire additional User Licenses for additional Users at the associated Firm Fixed All-Inclusive Per User License prices, at any time during the Initial Contract Period or at any time during any Contract Option Period, as applicable.)

(iii) No pricing bands are allowed for the per User License pricing;

(iv) Software Licensing Prices include Warranty and Software Documentation; and

(v) Canada will exercise its option for the Entity License at its sole discretion during the Contract Period or during any applicable Option Period.

(c) Bidders who bundle the price of the License Software with the price of the associated Maintenance and Support Services by proposing a Firm Fixed All Inclusive Percentage Factor of 0% for associated Maintenance and Support Services will be declared non-responsive.

(d) It is agreed to and understood by Canada and the Contractor that prices paid in relation to Licensed Software for User Licenses acquired under the Contract will be deducted from the price of any Entity License.

Table #1 – Bidder Proposed Per Diem Rates

Resource Job Category	SOW Article Job Category Description	Bidder's Proposed Firm, Fixed All-Inclusive Per Diem Rate (Bidder Input Required)		
		Initial Contract Period (2 Years)	Option Period 1 (1 Year)	Option Period 2 (1 Year)
1. Contractor PM	6.2.1	$___	$___	$___

Resource Job Category	SOW Article Job Category Description	Bidder's Proposed Firm, Fixed All-Inclusive Per Diem Rate (Bidder Input Required)		
		Initial Contract Period (2 Years)	Option Period 1 (1 Year)	Option Period 2 (1 Year)
		[Bidder please insert proposed Firm, Fixed All-Inclusive per diem rate]	[Bidder please insert proposed Firm, Fixed All-Inclusive per diem rate]	[Bidder please insert proposed Firm, Fixed All-Inclusive per diem rate]
2. Project Coordinator	6.2.2	" "	" "	" "
3. Business Analyst	6.2.3	" "	" "	" "
4. Solution/Application Architect	6.2.4	" "	" "	" "
5. Information Architect	6.2.5	" "	" "	" "
6. Infrastructure / Technology Architect	6.2.6	" "	" "	" "
7. Dynamics CRM Development Specialist	6.2.7	" "	" "	" "
8. SharePoint Development Specialist	6.2.8	" "	" "	" "
9. Business Intelligence (BI) Developer	6.2.9	" "	" "	" "
10. Programmer/Software Developer	6.2.10	" "	" "	" "
11. User Experiance (UX) Specialist	6.2.11	" "	" "	" "
12. Test Manager	6.2.12	" "	" "	" "
13. Tester	6.2.13	" "	" "	" "
14. OCM Specialist	6.2.14	" "	" "	" "
15. OCM Communications Specialist	6.2.15	" "	" "	" "
16. Courseware Developer	6.2.16	" "	" "	" "
17. Instructor	6.2.17	" "	" "	" "
18. Translator	6.2.18	" "	" "	" "
19. Data Entry Clerk	6.2.19	" "	" "	" "

Table # 2 – Firm Fixed Pricing

(Note, Canada contemplates issuing TA's for the Contractor "Work/Deliverables specified in Table # 2 (items 1 through 12 inclusive) in accordance with the terms and conditions of this Contract.
Canada may, at its sole option, exercise the Contract options to acquire the Optional COSTS Software Licensing requirements and associated COTS Software Maintenance and Support Requirements specified in Table # 2 (items 13 through 18, inclusive) in accordance with the terms and conditions of this Contract.

Table #2 – Firm Fixed All Inclusive Pricing			
Contractor Work/Deliverables	**SOW Article Work Description**	**Bidder's Proposed Firm, Fixed All-inclusive Price *(Bidder Input Required)***	**Evaluated Price** (formula)
1. TA#1 - Contractor Onboarding	10	$___ *[Bidder please insert proposed Firm Fixed, All-inclusive Price]*	= proposed Firm Fixed All Inclusive Price
2. TA# 2 - Project Management and Oversight Services (monthly fee, initial 12 months following TA#1)	6.4	*$___ Per Month* *[Bidder please insert proposed Firm Fixed, All-inclusive Per Month Price]*	= proposed Firm Fixed All-inclusive Monthly Fee x 12 months
3. Infrastructure Work, Infrastructure Design	10.1	$___ *[Bidder please insert proposed Firm Fixed, All-inclusive Price]*	= proposed Firm, Fixed. All-inclusive Price
4. Application Construction Work, Definition Phase - STTR Release 1	12.2	$___ *[Bidder please insert proposed Firm Fixed, All-inclusive Price]*	= proposed Firm, Fixed. All-inclusive Price
5. Application Construction Work, Definition Phase - STTR Release 2	12.2	$___ *[Bidder please insert proposed Firm Fixed, All-inclusive Price]*	= proposed Firm, Fixed. All-inclusive Price
6. Application Construction Work, Definition Phase - STTR Release 3	12.2	$___ *[Bidder please insert proposed Firm*	= proposed Firm, Fixed. All-inclusive Price

Table #2 – Firm Fixed All Inclusive Pricing			
		Fixed, All-inclusive Price]	
7. Application Construction Work, Definition Phase - STTR Release 4	12.2	$____ [Bidder please insert proposed Firm Fixed, All-inclusive Price]	= proposed Firm, Fixed. All-inclusive Price
8. Application Construction Work, Definition Phase - STTR Release 5	12.2	$____ [Bidder please insert proposed Firm Fixed, All-inclusive Price]	= proposed Firm, Fixed. All-inclusive Price
9. Application Construction Work, Definition Phase - STTR Release 6	12.2	$____ [Bidder please insert proposed Firm Fixed, All-inclusive Price]	= proposed Firm, Fixed. All-inclusive Price
10. Application Construction Work, Definition Phase - STTR Release 7	12.2	$____ [Bidder please insert proposed Firm Fixed, All-inclusive Price]	= proposed Firm, Fixed. All-inclusive Price
11. Data Migration, Definition Phase – DM Release 1	13.1	$____ [Bidder please insert proposed Firm Fixed, All-inclusive Price]	= proposed Firm, Fixed. All-inclusive Price
12. Data Migration, Definition Phase – DM Release 1	13.1	$____ [Bidder please insert proposed Firm Fixed, All-inclusive Price]	= proposed Firm, Fixed. All-inclusive Price
Evaluated Price - Firm Fixed All Inclusive Price Work			= Sum of rows 1 to 12 under column D
COTS Software Licensing	**SOW Article**	**Initial Contract Period (2 Years)** **Proposed Firm Fixed All-inclusive Price** ***(Bidder Input Required)***	**Software Licensing Evaluated Price** (formula)
13. Enterprise Planning Tool	8.1	*$ ___Per software User*	Software Licensing Evaluated Price =

Table #2 – Firm Fixed All Inclusive Pricing			
		License [Bidder please insert proposed Firm Fixed All-inclusive per software User License price] $__Entity Price [Bidder please insert proposed Firm Fixed All Inclusive Entity Price]	(the lower of) proposed Firm Fixed All Inclusive Per Software User License Price x * 890 users or proposed Firm Fixed All Inclusive Entity Price
14. Rich Text Control Tool	8.2	$ ___Per software User License [Bidder please insert proposed Firm Fixed All-inclusive per software User License price] $__Entity Price [Bidder please insert proposed Firm Fixed Entity Price]	Software Licensing Evaluated Price = (the lower of) proposed Firm Fixed All Inclusive Per Software User License Price x * 795 users or proposed Firm Fixed All Inclusive Entity Price
15. Spelling / Grammar Checking Software	8.3	$ ___Per software User License [Bidder please insert proposed Firm Fixed All-inclusive per software User License price] $__Entity Price [Bidder please insert proposed Firm Fixed All Inclusive Entity Price]	Software Licensing Evaluated Price = (the lower of) proposed Firm Fixed All Inclusive Per Software User License Price x * 795 users or proposed Firm Fixed All Inclusive Entity Price
COTS Software Maintenance and Support	**PART 7 (Resulting Contract Clauses)** **Reference Article**	**Initial Software Support Period (2 Years)** **Proposed Firm Fixed All Inclusive Percentage Rate Factor**	**COTS Software Maintenance & Support Evaluated Price** (formula)

Table #2 – Firm Fixed All Inclusive Pricing			
		(Bidder Input Required)	
16. Fixed Annual Percent Maintenance and Support Rate - Enterprise Planning Tool	7.20	*___%* *[Bidder please insert proposed Firm Fixed All Inclusive Percentage Rate Factor]*	= proposed Firm Fixed All Inclusive Percentage Rate Factor x "Software Licensing Evaluated Price"
17. Fixed Annual Percent Maintenance and Support Rate - Rich Text Control Tool	7.20	*___%* *[Bidder please insert proposed Firm Fixed All Inclusive Percentage Rate Factor]*	= proposed Firm Fixed All Inclusive Percentage Rate Factor x "Software Licensing Evaluated Price"
18. Fixed Annual Percent Maintenance and Support Rate - Spelling / Grammar Checking Software	7.20	*___%* *[Bidder please insert proposed Firm Fixed All Inclusive Percentage Rate Factor]*	= proposed Firm Fixed All Inclusive Percentage Rate Factor x "Software Licensing Evaluated Price"
Evaluated Firm, Fixed All Inclusive Price (Evaluated Price - Firm Fixed Price Work) + Software Licensing Evaluated Price + COTS Software Maintenance & Support Evaluated Price			**Sum-total of Above**

- The number of Software User Licenses provided for Bid evaluation purposes only. The inclusion of this data in this bid solicitation does not represent a commitment by Canada that Canada's future usage of the service identified in this RFP will be consistent with this data.

LIST OF ATTACHMENTS TO PART 5 (Certifications)

Please see the following Forms set out herein:

- Form A - Software Publisher Certification Form (to be used where the Bidder itself **is** the Software Publisher)
- Form B - Software Publisher Authorization Form (to be used where the Bidder itself **is not** the Software Publisher)
- FORM C - FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY CERTIFICATION

Attachment to PART 5 (Certifications)

Form A - Software Publisher Certification Form
(to be used where the Bidder itself **is** the Software Publisher)

The Bidder certifies that it is the software publisher of all the following software products and that it has all the rights necessary to license them (and any non-proprietary sub-components incorporated into the software) on a royalty-free basis to Canada pursuant to the terms set out in the resulting contract:

____

____

____

____

[Bidders should add or remove lines as needed]

Attachment to PART 5 (Certifications)
Form B - Software Publisher Authorization Form
(to be used where the Bidder **is not** the Software Publisher)

This confirms that the software publisher identified below has authorized the Bidder named below to license its proprietary software products under the Contract resulting from the bid solicitation identified below. The software publisher acknowledges that no shrink-wrap or click-wrap or other terms and conditions will apply, and that the Contract resulting from the bid solicitation (as amended from time to time by its parties) will represent the entire agreement, including with respect to the license of the software products of the software publisher listed below. The software publisher further acknowledges that, if the method of delivery (such as download) requires a user to "click through" or otherwise acknowledge the application of terms and conditions not included in the bid solicitation, those terms and conditions do not apply to Canada's use of the software products of the software publisher listed below, despite the user clicking "I accept" or signalling in any other way agreement with the additional terms and conditions.

This authorization applies to the following software products:

____

____

[Bidders should add or remove lines as needed]

Name of Software Publisher (SP) _______________________________

Signature of authorized signatory of SP _______________________________

Print Name of authorized signatory of SP _______________________________

Print Title of authorized signatory of SP _______________________________

Address for authorized signatory of SP _______________________________

Telephone no. for authorized signatory of SP _______________________________

Fax no. for authorized signatory of SP _______________________________

Date signed _______________________________

Solicitation Number _______________________________

Name of Bidder ______________________

Attachment to PART 5 (Certifications)

FORM C – FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY CERTIFICATION

I, the Bidder, by submitting the present information to the Contracting Authority, certify that the information provided is true as of the date indicated below. The certifications provided to Canada are subject to verification at all times. I understand that Canada will declare a bid non-responsive, or will declare a contractor in default, if a certification is found to be untrue, whether during the bid evaluation period or during the contract period. Canada will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply with any request or requirement imposed by Canada may render the bid non-responsive or constitute a default under the Contract.

For further information on the Federal Contractors Program for Employment and Social Development Canada (ESDC) - Labours' website.

Date:___________(YYYY/MM/DD) (If left blank, the date will be deemed to be the bid solicitation closing date.)

Complete both A and B.

A. Check only one of the following:

( ) A1. The Bidder certifies having no work force in Canada.

( ) A2. The Bidder certifies being a public sector employer.

( ) A3. The Bidder certifies being a federally regulated employer being subject to the *Employment Equity Act.*

( ) A4. The Bidder certifies having a combined work force in Canada of less than 100 employees (combined work force includes: permanent full-time, permanent part-time and temporary employees [temporary employees only includes those who have worked 12 weeks or more during a calendar year and who are not full-time students]).

A5. The Bidder has a combined workforce in Canada of 100 or more employees; and

( ) A5.1 The Bidder certifies already having a valid and current Agreement to Implement Employment Equity (AIEE) in place with ESDC -Labour.

OR

( ) A5.2. The Bidder certifies having submitted the Agreement to Implement Employment Equity (LAB1168) to ESDC -Labour. As this is a condition to contract award, proceed to completing the form Agreement to Implement Employment Equity (LAB1168), duly signing it, and transmit it to ESDC -Labour.

B. Check only one of the following:

( ) B1 The Bidder is not a Joint Venture.

OR

( ) B2. The Bidder is a Joint venture and each member of the Joint Venture must provide the Contracting Authority with a completed annex Federal Contractors Program for

Employment Equity - Certification. (Refer to the Joint Venture section of the Standard Instructions).